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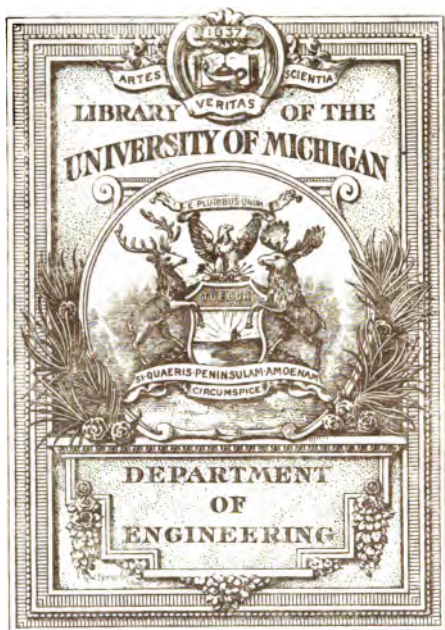
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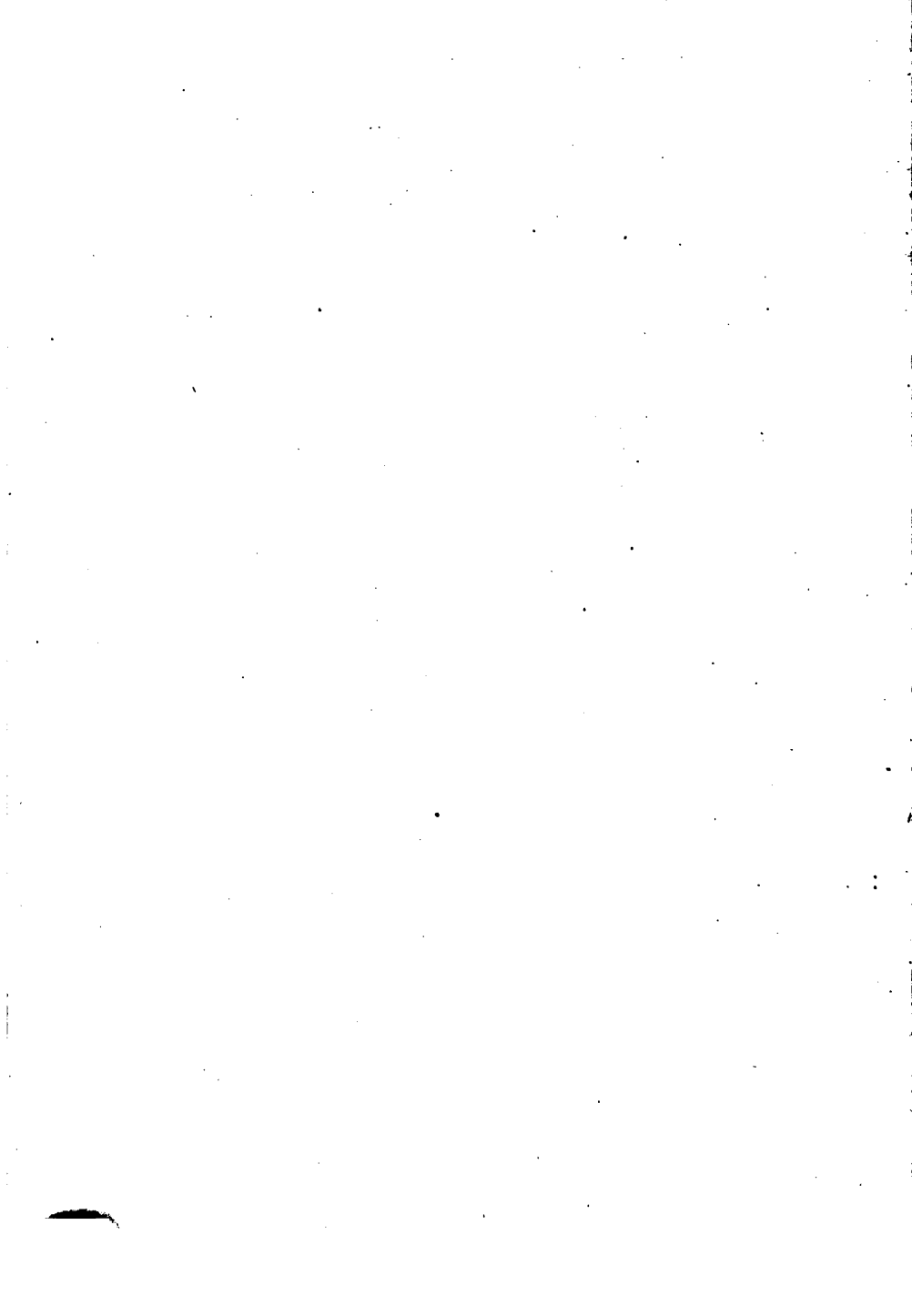
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OFFICERS' MANUAL

By MAJOR JAMES A. ^{167d}MOSS
24th U. S. Infantry

FIFTH EDITION
(*Revised and Enlarged*)

PRINTED AUGUST, 1916

Being a service manual consisting of a compilation in convenient, handy form, of "Customs of the Service" and other matters of a practical, worth-knowing nature—things of value and assistance to the inexperienced—most of which can not be found in print, but must be learned by experience—often by doing that which we should not do or by failing to do that which we should do.

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\$2.50, postpaid.

☞ Suggestions whereby "OFFICERS' MANUAL" may be made more complete or otherwise improved in any way will be thankfully received.

☞ The author is especially desirous of getting ideas, "Kinks" of a practical, worth-knowing nature—anything that anyone may have found by experience to be a convenience, to systematize things, to save time and labor.

☞ Questions on "Customs of the Service" or any other subject about points not covered in the Manual will be gladly answered. Permanent address:

c/o The Adjutant General, U. S. Army,
War Department,
Washington, D. C.

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Dedicated

To the

Subalterns of the Army
who some day will be
Our Colonels and Generals.

J.A.M..

Hq. Northern Division,
St. Louis, Mo.,
July 5, 1906.

"He gains wisdom in a happy way, who gains it by another's experience."—PLAUTUS.

"No man's personal experience can be so valuable as the compared and collated experiences of many men."—MAURICE.

PREFATORY REMARKS

THIS Manual is a compilation of "Customs of the Service" and other matters of a practical, worth-knowing nature—*things of value and assistance to the inexperienced*—most of which can not be found in print, but must be learned by experience—often by doing that which we should not do or by failing to do that which we should do.

The idea of the publication of the book originated in the need the author himself, when a subaltern, often felt for such a Manual—a feeling shared and heard expressed time and again by fellow-officers.

Although the manuscript was prepared with much care, patience, and labor, the author realizes the Manual is far from perfect, and will merely say he has made an honest, sincere effort to place in the hands of our subalterns, in simple, convenient, and useful form, information the need of which he often felt during the early days of his experience as an officer, and the possession of which would have saved time and trouble to himself and others, avoided the commission of errors, and given a feeling of confidence and satisfaction instead of one of uncertainty and discomfort.

NOTE:

Formerly this manual consisted of two parts—the book proper and the supplement pamphlet, the former containing matter not subject to change by War Department orders or Army Regulations, while the latter consisted of matter subject to such change. However, beginning with this lot of manuals the supplement has been discontinued and any reference thereto that may be made in the manual proper should, therefore, be disregarded.

August 17, 1914.

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OFFICERS' MANUAL

CHAPTER I

SUGGESTIONS TO OFFICERS JUST APPOINTED

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

ARMS AND EQUIPMENT

A War Department orders require officers to have the following:

MOUNTED OFFICERS

B Horse Equipments. Saddle, complete; saddle blanket, saddle cloth, bridle, halter, watering bridle, nose bag, saddle bags, lariat, picket pin, currycomb, horse brush and surcingle. (See **Supplement**, Chap. I, Par. 2.)

C Personal Equipment. Blanket, canteen, meat can, knife, fork, spoon, tin cup, saber belt, spurs, field glass, watch, compass, notebook, and pencils.

D Arms. Saber, revolver, and ammunition.

Staff officers and those acting as such will, when the nature of their duty requires it, carry a dispatch case to be furnished by the Ordnance Department on memorandum receipt. (See **Supplement**, Chap. I, Par. 3.)

Medical officers are not required to provide themselves with field glass, revolver, and ammunition. Mounted chaplains are equipped as staff officers, but without arms.

DISMOUNTED OFFICERS

E Personal Equipment. Blanket, canteen, tin cup, meat cup, knife, fork, spoon, haversack, saber belt, field glass, watch, compass, notebook, and pencils.

F Arms. Saber, revolver, and ammunition.

G For Ordnance Department prices of arms and equipments, see **Supplement**, Chap. I, Par. 4.

UNIFORMS

H The uniform regulations are published from time to time in War Department orders, copies of which may be obtained upon application to The Adjutant General, U. S. A., Washington, D. C. Request should also be made for copies of all orders and circulars modifying the uniform order. (See **Supplement**, Chap. I, Par. 1.)

A The uniforms you should get will depend, as suggested below, on whether your first service is to be in the United States or in the Philippines.

KIND	IF IN U. S.	IF IN PHILIPPINES
1. Full Dress	1 (best quality)	None
2. Dress	1 blouse, 2 pair trousers.	None
3. Olive Drab	2 blouses; 2 pair breeches (one best and one medium quality)	None
4. Khaki	Same as olive drab	The khaki is prescribed for habitual use in the Philippines and for summer use in U. S.
5. White	None	2 blouses, 2 pair breeches. Buy more upon reaching Manila, where good khaki uniforms can be purchased much cheaper than in the United States.
6. Overcoat	One	Purchase some upon reaching Manila, where they are much cheaper than in the United States. ¹
		One
		You may return to the United States in winter.

B For prices of khaki and white uniforms, caps, etc., in Manila, see Supplement, Chap. I, Par. 5.

C It is thought the olive-drab and khaki uniforms that an officer can purchase from the Quartermaster's Department at such reasonable cost are plenty good enough for target practice and other rough garrison use and for ordinary field service. For prices see Supplement, Chap. I, Par. 6.

Sigmund Eisner, Red Bank, N. J., a Government clothing contractor, makes officers' olive-drab and khaki uniforms at very reasonable cost. A price list and measuring blank will be furnished upon application.

D Special Full Dress or "Evening Uniform." Get a special full dress and wear it at all formal evening social functions. It is not considered good form to wear the dress uniform on such occasions—either the special full dress, the full dress, or the mess jacket should be worn. The special dress is by far the most comfortable, becoming, and dressy uniform garment we have.

Although the uniform order prescribes dark blue for the special full dress, the author has known officers to have the regular civilian evening dress coat converted into a special full dress coat. At night, which is the only time that the special full dress is ever worn, it is almost impossible to distinguish between dark blue and black. Civilian evening dress trousers are, of course, worn with the converted coat. (However, the uniform order prescribes that the special full-dress trousers for line officers shall have no braid or stripes along the legs).

Civilian evening dress coats will be converted into special full-dress coats by any first-class military tailor at about the following cost, which includes embroidering the sleeve insignia: 2nd Lieut., \$7; 1st Lieut., \$9; Captain, \$10.

In this manner a special full-dress uniform can be procured at comparatively small cost.

¹ However, the Philippine suits do not as a rule fit well. It is, therefore, suggested that you have John G. Haas, of Lancaster, Pa., or some other first-class military tailor in this country make you a suit of white to take along as a model, and have it reproduced in the Philippines.

A Overcoat. The overcoats furnished by the Quartermaster's Department are very satisfactory, and many officers wear them. They cost \$15.11. The buttons must be changed in order to have the overcoat conform to the officers' pattern. Buttons for officers' overcoats can be obtained from any of the military dealers at about this cost: Large buttons, \$1.25 per dozen; small buttons, 50 cents per dozen. These prices are for the very best quality.

Sigmund Eisner, Red Bank, N. J., a Government clothing contractor, makes a very good officers' overcoat. Price: \$22 to \$35.

B Cape. While a cape is at times a very convenient thing to have, it is not a necessity, and it is suggested that you delay getting one until you feel that you can afford it.

C Rubber Cape and Rubber Boots. Get a rubber cape and a pair of rubber boots.

A slicker is very desirable for mounted service and can be obtained from the Q. M. D.

D Civilian Clothing. The kind and quality of civilian clothing one should get depend upon these circumstances:

- (a) Location of station;
- (b) Extent to which you intend to go into society;
- (c) What you have been accustomed to in the way of dressing.

However, for the officer of limited means, the following is suggested:

- 1 One evening dress.

(While it is sometimes convenient to have a Tuxedo, it is not at all necessary. Wait until you have been in the service awhile and have a little money saved up before getting one.)

- 2 Get two business suits, but do not buy from the high-priced, fashionable tailors. As a rule, ready-made clothing purchased from any of the first-class clothiers in New York or any other large city, and altered to fit, will answer every purpose. But be sure to go to the best first-class clothier you can find.

In view of the fact that the average officer wears his civilian clothing so little and consequently keeps it so long, you should not buy exaggerated or ultra styles—they go out of fashion much quicker than the moderate styles.

(NOTE: Officers returning from the Philippines often make the mistake of purchasing civilian clothes in Japan or in Hong Kong. The author has not yet seen an officer who did so that did not regret it. The material is good and the clothes ludicrously cheap, but the workmanship is generally poor, and *the cui entirely out of style*, so that when you reach the States you are ashamed to wear your Nagasaki or Hong Kong suits.)

E With regard to collars, shirts, gloves, ties, and other articles of haberdashery, it is suggested that you go to some first-class, well-known haberdasher, get hold of a bright clerk who understands his business, tell him what you want, and let him assist you as to colors, designs, and styles.

A Underwear, Bedding, Etc. Your wardrobe should consist of about the following:

UNDERWEAR:

Summer: { 10 pair socks
10 pair drawers
10 undershirts

Winter: { 8 pair socks
6 pair drawers
6 undershirts

3 pair lisle thread gloves
(See paragraph D, page 304, regarding white washable chamois gloves.)
1 pair regulation buckskin gloves
4 night shirts, or four suits pajamas
1 pair blankets
2 comfortables

8 white shirts
12 pair cuffs
3 dozen white collars
1 dozen handkerchiefs
8 hand towels
2 bath towels
2 pair shoes (1 pair black, 1 pair tan)
1 pair overshoes

And the usual toilet articles.

These articles are considered necessities—the purchase of more of them, or of other articles not named, would entail an additional expense, which can well be postponed until new articles are needed.

B Attention is invited to the business directory of military dealers, clothiers, etc., in the back part of the **Supplement**. All the firms whose names appear in this directory are reliable, well-known concerns.

GENERAL REMARKS

1 As a rule young officers, especially those from West Point, load themselves down with lots of things that are not at all necessary, thereby joining their regiments very much in debt. Do not let the dealers talk you into buying silk pajamas, fancy socks, lavender-colored gloves, Waterbury watches, etc.

2 While young officers who have only their pay should economize as much as possible, they should under no circumstances do so by getting inferior uniforms—they should economize instead on their club bills, amusements, etc. To endeavor to economize by buying inferior uniforms and other articles of equipment is not only false economy, but it is false economy of the worst kind. The only way to really economize on your dress and equipment is to get the very best and then take proper care of it. The life of uniforms and other articles of equipment can be prolonged materially by proper care. See "How To Take Care of Uniforms; Suggestions Regarding Various Articles of Equipment," page 478.

The officer who thinks nothing of running up a big bill at the club or of spending \$5 or \$10 for an evening or two of pleasure, but who endeavors to save a few dollars on his dress, has distorted ideas of economy and a warped conception of what is rightly expected of him.

C Remember that while it is true "The clothes don't make the man," it is also true, as the world is constituted, that, right or wrong, they go a long way to influence the impression that others get of

him. In material, style, and fit your clothes should always suit the occasion. Do not buy "shoddy" clothing and articles of equipment. To dress neatly and properly is something you owe your position, your associates, and the men you command—it is something you owe yourself. Furthermore, there is a great deal of personal satisfaction in wearing clothes that fit well and look well. Perhaps a genius can afford to be careless about his dress, but the ordinary mortal can not. **Are you a genius?**

There is nothing in this world that looks more shabby than a shabbily dressed officer. Never wear soiled collars or cuffs, mussed or spotted clothes, soiled trousers, tarnished insignia or braid, old shoulder straps, frayed saber knots, etc. Keep your clothes clean and pressed, your insignia bright, and renew your trouser stripes, shoulder straps, braid, and saber knots as often as may be necessary to have them always bright and fresh. You would not allow your soldiers to wear mussed, soiled, or tarnished articles of dress and you should not do so yourself. **Think this over.**

3 If practicable, pay cash for all purchases, thus getting the usual cash discount of ten per cent or so. If you have not the money but can obtain it from some relative or friend, or from some bank at 6 or 8 per cent interest, do so—borrowing only such amount as may be absolutely required to pay for necessary purchases. Buying for cash will cause you to limit your purchases to needed articles.

A Household Effects. Before purchasing any household effects it is generally better to write to the adjutant of your station and ascertain what articles can be bought near the post, and whether the prices are reasonable. It is sometimes possible to get chairs, tables, lamps, etc., from the quartermaster on memorandum receipt. Ascertain from the adjutant what you will be able to get from the quartermaster, and what it will be necessary for you to buy.

It is suggested in furnishing your quarters at first that you merely consider your necessities as a soldier, getting a comfortable bed, a rug or two, four or five chairs, a table or two, inexpensive curtains for windows, and a few more essential articles. Do not get anything else until after you have been at your station long enough to decide to your own satisfaction exactly what more you require, and have the money to pay for the same.

B In case your first service be the Philippines, you will find wicker chairs, bamboo tables, and floor mats very reasonable in Manila. It is suggested that the following-named articles be brought from the United States:

1 chiffonier
1 $\frac{3}{4}$ size iron or brass bedstead and springs
1 mattress for same
1 mosquito bar
1 pillow
1 blanket
6 sheets
6 pillow cases

1 iron washstand
1 mirror
1 bowl, 1 pitcher, and 1 soap dish
(all enameled ironware)
1 Rochester standing lamp, with additional wicks and chimneys
1 desk, with a good lock

The Quartermaster iron bedsteads (new pattern) are handsome, comfortable, and durable. They can be purchased from the Depot Quartermaster, Manila, for about \$4.00.

A For tropical service, where electric light is not available, an acetylene table lamp is recommended by officers who have used them. Calcium carbide is now easily obtainable in all parts of the world.

A small attachable acetylene lamp, the "Columbia Watchman's Lamp, Pinkerton Model," sold at \$3.50, by the Hine-Watts Mfg. Co., 16 East Randolph St., Chicago, Ill., is recommended as a most useful and convenient article. It can be made fast by means of clamps, to a chair, bed post, etc.

At Camp Keithley, Mindanao, and at two or three other posts in the Philippines, oil stoves for heating quarters have been found most convenient and comfortable during certain months of the year.

See "*Suggestions To Ladies Going To The Philippines*," Page 486.

B Alaska. As a rule, officers designated for service in Alaska load up with a lot of heavy clothing, shoes of various kinds, etc., that they find unsuited when they go to use them. Officers who have served in Alaska say that all the articles of clothing that one needs can be gotten from the Quartermaster's Department. It is, however, recommended that a good supply of reading matter, amusements, and games be taken along to while away the long winter evenings. The exceptional list for commissaries is almost unlimited.

C REPORTS. See Supplement, Chap. I, Par. 7.

D Pay. See Supplement, Chap. I, Par. 9.

E Stationery. Graduates from West Point should, before leaving get from the quartermaster a few sheets of letter paper, some penalty envelopes, and a few official telegraph blanks. These articles may also be obtained upon request to the quartermaster of any post. See Supplement, Chap. I, Par. 21.

F Bedding and Professional Books. Upon being assigned to station, graduates of the Academy should write to the quartermaster at West Point, without delay, and request that their bedding and professional books be sent to their stations.

[FORM OF LETTER]

THE QUARTERMASTER,
West Point,
New York.

LAFAYETTE, LA., 1 July, 1906.

Sir:—

I have the honor to request that my bedding and professional books be shipped to me at Fort Missoula, Montana.

Very respectfully,

JOHN A. SMITH,
2nd Lieut., 24th Infantry

See Supplement, Chap. I, Par. 16.

G Telegraphing Arrival at Station. The day before reaching your station, you should telegraph for transportation to meet you at the depot.

In case you have no official telegraph blanks an ordinary commercial telegraph blank may be used by indorsing thereon, over your official signature, "*I certify that this telegram is on official business, and necessary for the public service,*" or "*Official Business, Government rate.*"

The telegram and the certificate should be explained to the operator

See Supplement, Chap. I, Par. 13.

A TRANSPORTATION AND MILEAGE. See Supplement, Chap. I, Par. 12.

Cablegrams. The Editors of the *Army and Navy Journal* and the *Army and Navy Register* very generously offer that any officer or enlisted man in the Army may leave the address of his family or friends at the Army and Navy Journal office, New York, or at the Army and Navy Register office, Washington, D. C., and use their cable address "Armynavy, New York" or "Register, Washington," in connection with the Woman's Army and Navy League Code.

For example: Lieut. Smith wishing to send the following telegram to his wife, Mrs. John A. Smith, 53 South Park Road, Topeka, Kansas: "Can do nothing until further advice from you. Smith," uses twenty words. Instead he need only cable four, as follows: "Armynavy, New York. Imagine. Smith." First having registered Mrs. Smith's address at Army and Navy Journal, and also registering word "Smith" (His cable signature). Cablegrams addressed to Armynavy, New York, and signed "Smith" will be telegraphed from New York to Mrs. Smith by the Army and Navy Journal.

If "Smith" wishes to send the same cablegram to a number of persons he need only to furnish their addresses to the Army and Navy Journal, and a copy of the cablegram will be forwarded to each person.

If "Smith" wishes to send separate cablegrams to different persons, he should then register the signature word for each person and each person's address. For example: Register word "Smith" for Mrs. John A. Smith, 53 South Park Road, Topeka, Kansas; "Brown" for John Brown, 110 Main Street, Cincinnati, Ohio; "Jones" for William Jones, 500 Sacramento Street, San Francisco, California. Cables can then be sent thus: "Armynavy, New York. Imagine. Smith. Armynavy, New York. Abaft. Brown. Armynavy, New York. Accord. Jones."

Any signature word can be selected that has not already been selected by others.

The cipher cable message will be forwarded by the Journal or the Register by telegraph in the United States, and the cost of the telegrams will be collected by the Telegraph Company from the receiver of the message.

Every word in a cablegram, including address and signature, is charged for, and all cablegrams must be prepaid.

A copy of the cable code can be obtained from the Editor of the Journal or from the Woman's Army and Navy League, Washington, D. C., at a cost of fifty cents.

C ALLOWANCES OF OFFICERS. See Supplement, Chap. I, Par. 16.

D Arrival at Station. Upon arriving at your station look up the adjutant at once and ascertain from him the custom at this particular post about officers reporting to the commanding officer. (This information may very properly be obtained in advance by letter.)

At some posts the commanding officer desires the arriving officer to call at once in civilian clothing, at his office or quarters, depending upon where he happens to be, and to report formally at the office next morning in uniform, with side arms.

After having reported officially to the commanding officer, you should then call on your captain, at his quarters, the company office, or wherever he happens to be, introduce yourself to him, and ascertain the nature of the company duties that will be required of you. It is considered better form to make this call in uniform, but the call should be made without delay.

When reporting to the commanding officer and also when reporting to your captain, be sure to have with you a copy of your assignment order, and present the same when in the act of reporting.

A Some commanding officers expect officers to call at the house also, after having reported officially at the office, while others do not expect this. If during the official call at the office, the commanding officer should intimate in any way that he would be pleased to have you call at his quarters, you should, of course, do so. Many officers of experience think the reporting officer should make a social call at the commanding officer's quarters whether or not the latter intimates such pleasure. In short, it is one of the many points concerning which there is no uniformity of custom, and if during the official call, the commanding officer does not intimate that he would be pleased to have you call at the house, you should ascertain from the adjutant the custom in the matter at this particular post and then comply with it. Should there be no established custom, it is suggested, in order to be on the safe side, that you make a social call on the commanding officer at his quarters the first evening after your arrival. If one is to err in matters of this kind, it is always better to err on the safe side.

At the Army Service Schools, Fort Leavenworth, Kansas, officers reporting for duty, whether married or single, are expected to make a social call on the Commandant and also on the Post Commander, as soon as practicable after arrival. Some married officers call on the Commandant and the lady members of his family with their wives and the adult members of their families, while others call alone. The custom of making this social call on the commanding officer also obtains at West Point, N. Y., and Fort Riley, Kans.

Whether a married officer reporting at a post with his family should be accompanied by his wife and the adult members of the family, in making the first social call on the commanding officer, is a matter that each one must decide for himself. It is thought, however, if the wife of the commanding officer be elderly, and particularly if the commanding officer himself be a man of years and high rank, it would be but an act of courtesy for the officer, his wife, and the adult members of the family to call as a mark of deference to the age and position of the commanding officer and his wife.

See A, page 283.

B It is customary for officers who are ordered to Washington for duty to report at the War Department in civilian clothes, although some very few officers who are very punctilious about such matters report in uniform, with side arms. After reporting officially, the officer is expected to call socially at the residences of the Secretary of War, the Assistant Secretary of War, the Chief of Staff, and the chief of his own corps. It is also customary to call on the chiefs of bureau that one knows personally. Sometimes this courtesy is extended to other general officers of prominence. In making these calls on the officials named and their families, married officers are accompanied by their wives, and the calls should be made without unreasonable delay, whether or not it is the social season. During the social season, that is, from about December 1 until Lent, care should be taken to learn and observe in each case the "calling day" of the mistress of the house. Outside of the social season calls may be made any day of the week, from about 4:30 to 6:30 o'clock in the afternoon. The same hours for calling obtain during the social season. In Washington society it is not customary to call in the evening except on people with whom one is on intimate terms. The frock or cutaway should be worn when calling during the social season; outside of the social season the sack coat may be worn. If not known, the proper number of cards to be left in each case should be ascertained before calling.

Officers are also expected to call and leave their cards at the White House. Married officers need not be accompanied by their wives in making this call. Very

often the wives go to the White House alone to leave with the attendant at the door their cards and that of the husband. The absence of the President from Washington is supposed to be a matter of common knowledge and, therefore, it is considered better form not to call at the White House when he is absent, although it would be perfectly good form to call if the mistress of the White House were in Washington and the President were known to be absent.

Officers or their wives, when desiring to pay their respects personally to the wife or family of the President, should write a note to the social secretary at the White House, stating his or her desire in the matter. If the wife of the President desires to receive such officer or his family, they will be so notified and an appointment made.

Officers calling by appointment on the President or upon any member of his family in the afternoon should wear the prescribed uniform with side arms.

A Entertainment. It is customary for the adjutant to see that provision is made for your entertainment until you can get settled in your own quarters, *which you should do just as soon as possible*. As a rule, you will be able to get a bunk, some bedding, a chair or two, a lamp, bucket, and table from the quartermaster on memorandum receipt, for use until you can get your household effects.

Do not fail to show your appreciation of the hospitality extended by those who have entertained you. *Be sure to call at the house within a week after you leave*. After leaving send your hostess a book, a box of candy, or some other inexpensive remembrance.

B Application for Quarters. (See Supplement; Chap. I, Par. 18). Ascertain from the quartermaster what quarters are available for assignment to you, and then submit a written application of this tenor:

FORT MISSOULA, MONT., 3 October, 1906.

THE ADJUTANT.

Sir:—

I have the honor to request that quarters No. — be assigned to me. A copy of the order assigning me to duty at this station is attached hereto.

Very respectfully,

JOHN A. SMITH.
2nd Lieut., 24th Infantry.

C Orient Yourself and Familiarize Yourself as Soon as Possible with the Geography and Topography of the Post and Surrounding Country, also with the source of the water supply. Examine a map of the post and vicinity and then get some officer to accompany you on a walk or two, pointing out the various buildings, boundaries of the reservation, topographical features, etc. Ascertain from "Military Reservations, etc.—Title and Jurisdiction," a copy of which can be found in the adjutant's office, the conditions under which the reservation was acquired by the Federal Government.

D First Impressions. A young officer upon joining is the cynosure of all eyes, and the impression that he then makes will go far toward guiding his brother officers and others in their present and future conduct toward him. So be natural and courteous in your deportment; punctilious about social and official matters; particular about your dress, and, above all things, avoid being "fresh."

Some youngsters are prone to believe that, as a matter of fact, they really know more than their seniors. Should you ever believe this, take the advice of a friend, and be sure to break the news to your seniors gently.

E Calling. It is the custom for all officers to call upon you within a few days after your arrival. Be sure to keep track of these calls and return them *within a week*. You can not be too careful about this matter, for it is one concerning which most officers are sticklers.

Not only does promptness in making and returning calls save time and trouble, but it also produces a good impression.

In large posts especially, it is not expected, nor is it desirable that officers should regularly exchange calls with everyone, but the younger officers should call on the field officers at least once every six months.

A Familiarization with Standing Orders. Read the post, company, regimental, and other orders on file in the company office, familiarizing yourself with all orders in force. Likewise, when changing station, an officer should at once familiarize himself with the orders in force at his new post.

Remember, however, that no file of orders or other records should ever be taken from the company office without the captain's authority.

B Insurance of Life and Property. Every young officer should carry life insurance, and the Army Mutual Aid Association is recommended. The energies and resources of the Association are devoted to caring for the widows, children, and relatives of deceased brother officers. Information regarding rates, etc., can be obtained upon application to the Secretary and Treasurer, Army Mutual Aid Association, Washington, D. C.

Should you desire to insure your household effects, communicate with the Secretary and Treasurer, Army Co-Operative Fire Association, Fort Leavenworth, Kans.

Field Equipment. Supply yourself as soon as practicable with a complete field outfit. See chapter on "Field Service," page 330.

Social Customs of the Service. You can not observe with too much care the social customs of the service—the customs that are so essential to good fellowship, and the contentment, harmony, and happiness of the garrison. See "Customs of the Service," page 282.

Young officers stationed near towns and cities sometimes make the mistake of neglecting post entertainments for town or city society. Regret for such a course is generally brought home sooner or later. It is suggested that neither be entirely neglected for the other.

In our social intercourse there are many little conventionalities which, although of no apparent intrinsic importance, are in the eyes of the world an index to character and breeding, and these conventionalities no gentleman can afford to ignore.

The author has known young officers who were very careless about observing the simplest forms of polite society, and, as a natural and just consequence, not only did people soon stop extending social courtesies to them, but the officers in question also, early in their careers, made for themselves the reputation of lacking the elements of well-bred and considerate gentlemen, and of being deficient in social education.

While speaking one day to one of our most prominent and suc-

cessful generals, the writer asked him what advice he would give a young, ambitious officer just beginning his career, and he replied, "One of the first things I should tell him, would be, 'Familiarize yourself with the conventionalities and amenities of life—know the proper thing to do and do it at the proper time.' Men, as a rule, do not realize the importance of this in our present scheme of civilization." Such were the words of a successful general—a thorough soldier, a man of strong convictions and a gentleman of high ideals. What he said, therefore, must not be misconstrued as savoring of subserviency or sycophancy—it is merely manly deference to your equals, your elders and your superiors—a genteel consideration of your fellow beings—treating others as you would have them treat you. This line of conduct is especially important in the Army where we all live like one big family—where we are, sooner or later, so dependent upon one another for our own happiness and contentment. While it is true that a knowledge and a practice of the niceties and courtesies of life are of little or no value on the field of battle, it must also be remembered that we spend very nearly our entire lives in garrison.

Gentility and true politeness should never be mistaken for weakness or servility.

The following practices are strictly observed in all well-regulated society, both in the Army and in civil life:

A 1 Dinner invitations should be answered *within twenty-four hours*. It is considered an incivility to permit a dinner invitation to lie on your desk three or four days awaiting an answer. It is very annoying to a hostess not to receive an answer until the last minute, not only because it may prevent her from asking other and more polite people, but also for other obvious reasons.

One who fails to acknowledge the receipt of a dinner invitation is rightly considered ill-bred and ungentelemanly.

A dinner invitation should always be answered decisively. To say, for instance, "Mr. Smith would be very happy to accept Mrs. Jones' kind invitation for dinner on Tuesday evening, January tenth, at eight o'clock, if his company is not ordered into the field before that time," would be an unforgivable liberty.

An invitation is answered in the same person in which it is written. Thus:

Captain and Mrs. John Smith request the pleasure of Mr. Robert E. Jones' company at dinner on Thursday evening, January tenth, at eight o'clock.

(Answer)

Mr. Robert E. Jones accepts with pleasure (or regrets that a previous engagement prevents his acceptance of) Captain and Mrs. John Smith's kind invitation to dinner on Thursday evening, January tenth, at eight o'clock.
Garrison, January tenth.

Dear Mr. Jones:—

Garrison, January 3, 1908.
We will be very glad to have you dine with us very informally on Wednesday, the tenth, at seven o'clock.

Cordially yours,

MARY A. SMITH.

CHAPTER I

(Answer)

Dear Mrs. Smith:—

Garrison, January 4, 1908.

I shall be very glad to dine with you and Captain Smith on Wednesday, the tenth, at seven o'clock.

or

I regret that a previous engagement to dine with Mrs. Corbin on January tenth makes it impossible to accept your kind invitation for that evening.

Cordially yours, ROBT. E. JONES.

A The envelope containing the answer to an invitation extended by a husband and wife should always be addressed to the wife.

Letters to persons in the post are usually addressed, "Garrison."

B The general rule about answering invitations, is that they should be addressed to the person in whose name they are extended. Thus:

Dear Captain Ross:—

Fort Leavenworth, Kansas,

June 1, 1909

Mother wishes me to say that she would be very glad to have you dine with us on Wednesday evening, June 5th, at eight o'clock.

Sincerely yours,

GLADYS HOYLE.

(Answer to the mother).

My dear Mrs. Hoyle:—

Fort Leavenworth, Kansas,

June 1, 1909.

It will give me much pleasure to dine with you on Wednesday evening, June 5th, at eight o'clock. Thanking you for your kind thought of me, I am,

Sincerely yours,

JAS. A. ROSS.

C 2 An invitation to a card party should always be answered with the same promptness as a dinner invitation. A hostess wishes to make up her tables as soon as possible, but this can not be done until she has received answers to all the invitations sent out. A call is always made after a card party, or any other form of entertainment to which one is invited.

D 3 In case an invitation be received to a wedding breakfast, an acceptance or regrets should always be sent. This should be done even though the wedding breakfast be evidently of a more or less general nature, and does not call specifically for an answer.

E 4 Dinner and party calls, whether or not the invitation was accepted, should be made *within one week* after the function.

F 5 Make it an invariable rule to call *promptly* upon new arrivals in the post, and also return *promptly* all calls made upon you.

G 6 Never be late at a dinner—such action is most inconsiderate of your hostess, who has made all preparations to have the meal served promptly at the designated hour. When attending a dinner given in honor of some one who is not a house guest of your host or hostess, do not leave before the guest of honor has gone.

7 It is customary to leave cards (one for each person receiving) at receptions, teas, and "At homes," and to make calls within one week after the functions. It is not customary to answer "At home" cards or invitations to receptions and afternoon teas, unless an answer is requested. However, if one can not attend, it is proper, although not customary in all places, to send cards, by mail or messenger, so that they will arrive the afternoon of the function. In case the invitation is extended in the name of the hostess alone, one card is sent; if in the name of hostess and husband, two cards; and if in the name of hostess, husband, and daughter, three cards—that is, one card for each person in whose name the invitation is extended. (Note: It is not considered good form to write "Regrets," "Accepts," or "Declines" on cards.

B 8 Should it be impossible to accept an invitation to a ball or reception of a general nature, which invitation has been sent by an acquaintance whose card is inclosed, a note of regrets should be written the acquaintance, and should the invitation require an answer, a reply couched in the same terms as the invitation should be sent the proper person.

An excellent book on etiquette, entitled "Social Manners and Usages," can be obtained from Harper & Bros., New York, for \$1.25.

C 9 If upon visiting a post, you should stop with friends, after you leave write *promptly* a note of thanks informing your host or hostess of your safe arrival home and expressing anew your pleasure at the hospitality enjoyed. Of course, a similar note would be written if you visited friends in civil life. However, in either case, prevailing custom does not require the writing of such a letter when your stay has been very brief—less than forty-eight hours, for instance.

To send your hostess a little remembrance in the form of flowers, a book, a box of candy, or some other inexpensive gift, would be a thoughtful act of gentility.

D 10 Invitations to private balls and dances should always be acknowledged promptly, the form of reply varying according to the form of the invitation, as in the case of dinner invitations.

E 11 An invitation to a "home wedding" should be acknowledged soon after its receipt by a note in the third person either accepting or declining. An invitation to a church wedding, unless accompanied by a card inviting one to a wedding reception at the house later, requires no formal acknowledgment, but after the bride and groom are established in their home, a call, if in the same city, or cards sent by post, if from a distance and no present is sent, is a general, though not an obligatory, custom. In such a case cards would be sent to the father and mother of the bride and to the bride and groom also.

A bachelor, to acknowledge such an invitation (when no wedding present is sent), places two of his cards in an envelope which is addressed, for example, "Mr. and Mrs. John A. Smith." If married, two cards of the husband and one of the wife are inclosed.

The cards to the parents should be sent promptly after receiving the invitation, but those to the bride and groom should not, of course, be sent until after the wedding. Some people, however, make it a rule not to send the cards to the parents until after the wedding.

If the invitation to a church wedding incloses "At home" cards of the bride and groom, the same rule obtains.

If there is inclosed a card to a wedding reception following the ceremony at the church, a note in the third person should be sent to the parents or the person in whose name the invitation is sent.

NOTE.

An announcement of a marriage should be acknowledged by cards sent to the person or persons making the announcement. A set of cards for the bride and groom should be inclosed, unless an "At home" card of the bride and groom is inclosed with the announcement, in which case the cards for them are sent to their address instead.

A If you take a stranger (man or woman) to a reception or any other function or gathering of any kind, make it your special business to see that your friend meets people. The author has seen young officers take strangers to receptions and not introduce them to anyone, thus placing the strangers in a stupid, embarrassing position.

B If you attend a dance given in some one's honor be sure to ask the guest of honor for a dance; if it be a dinner, reception, or card party, pay the guest of honor some attention during the function. Of course, you should always pay your hostess, too, proper attention. Also be sure to pay some attention to visiting girls and the lady members of the families of officers just joining the garrison.

C At hops and other social functions pay the wife of the commanding officer, especially if she be an elderly woman, the attention to which her position entitles her. Also pay some attention to any guests she may have.

D If you attend a hop after a dinner party, be sure to ask your hostess for a dance and also, if possible, dance with the other ladies of the dinner party.

E If any officers or ladies, especially if elderly, whom you know are present at a dance merely as spectators, speak a few words to them during the course of the evening.

F If invited, for instance, to a dinner or card party, and if you know of any girl who has been invited, but who probably has no escort, ask her if you may have the pleasure of escorting her. In fact, it would be very thoughtful and genteel to ask the hostess by telephone or some other informal way whether you could be of assistance to her in looking after any of her lady guests that may not have escorts.

If you see that a girl has come to a dinner or card party unattended, ask her during the course of the evening if you may have the pleasure of seeing her home.

Such little acts of thoughtfulness are always appreciated by your hostess (to whom you are, as a matter of fact, under social obligation) as well as by the girls themselves.

Aside from the fact that such acts of thoughtfulness will mark you as a gentleman of refined instincts, they are no more than what is justly and fairly expected of you by the hostess who asks you to her home to break bread at her table.

A Officers' Mess (Club). If one is maintained at your station, it is for many reasons desirable, and in some sense it is a duty, to belong to it.

B Messing. Officers just starting their career should be most careful to make arrangements for messing which will enable them to live with the quiet dignity becoming their station. An officer's pay is given him for this purpose; it is sufficient to cover his expenses, and he owes it to the service to dress and live, though simply, yet always "like a gentleman."

NOTE.—One should be very careful about his table manners. Those who, owing to the lack of early advantages, are not familiar with table and other conventionalities should keep their eyes open and observe those who are, and then follow their example.

Holding the knife and fork in some unusual way, conveying food to the mouth with a knife, making peculiar noises with the mouth while eating, failing to place the knife and fork on his plate when one is through—all of these and similar things cause people to talk about a person and ridicule his table manners. In this connection it may be remarked that whenever anything is passed you by another person at the table you should always relieve him of the dish before helping yourself—do not help yourself while he is holding the dish as a waiter would hold it.

C Gossip. The germ of gossip may be likened unto the germ of cancer—as the latter contaminates and rots the healthy flesh so the former contaminates and rots the social fabric, harmony, and happiness of the post. No good can possibly come from gossiping, while harm almost invariably follows. Good breeding, culture, refinement, and manhood should forbid gossiping.

It is not expected that every one in a garrison shall be congenial. That would be too much to expect of human beings; but those who are uncongenial should each go their way and let one another alone, before their faces and *behind their backs*. Indeed, in the army "Silence is golden."

As pertinent to this subject, the following is quoted from *The Crimes of the Tongue*, by William George Jordan:

"The second most deadly instrument of destruction is the dynamite gun—the first is the human tongue. The gun merely kills bodies; the tongue kills reputations and oftentimes ruins characters. Each gun works alone; each loaded tongue has a hundred accomplices. The havoc of the gun is visible at once. The full evil of the tongue lives through all the years, even the eye of Omniscience might grow tired in tracing it to its finality.

"The crimes of the tongue are words of unkindness, of anger, of malice, of envy, of bitterness, of harsh criticism, gossip, lying, and scandal.

"At the hands of the thief or murderer few of us suffer, even indirectly. But from the careless tongue of friend, the cruel tongue of enemy, who is free? No human being can live a life so true, so fair, so pure, as to be beyond the reach of malice or immune from the poisonous emanations of envy. The insidious attacks against one's reputation, the loathsome innuendoes, slurs, half lies by which jealous mediocrity seeks to ruin its superiors, are like those insect parasites that kill the heart and life of a mighty oak. So cowardly is the method, so stealthy the shooting of the poisoned darts, so insignificant the separate acts in their seeming, that one is not on guard against them. It is easier to dodge an elephant than a microbe.

"Scandal is one of the crimes of the tongue, but it is only one. Every individual who breathes a word of scandal is an active stockholder in a society for the spread of moral contagion. He is instantly punished by Nature by having his mental eyes dimmed to sweetness and purity, and his mind deadened to the sunlight and glow of charity. There is developed a wondrous, ingenious perversion of mental vision by which every act of others is explained and interpreted from the lowest possible motives. They become like certain carrion flies, that pass lightly over acres of rose gardens, to feast on a piece of putrid meat. They have developed a keen scent for the foul matter upon which they feed.

"One of the most detestable characters in all literature is Iago.

"Iago still lives in the hearts of thousands, who have all his despicable meanness without his cleverness."

A Scouting For Trouble. Should there be any trouble between any of your fellow officers over a matter that does not concern you, do not make the mistake of getting yourself embroiled by taking sides, especially if the officers are your superiors. The officer who does so is playing the part of a busybody, a meddler—he is hunting trouble—he is going out of his way to find it, and, oftentimes, he will find much more than he bargained for. As a rule, sufficient troubles of our own come to us sooner or later, without our going out scouting for them.

B Growling and Whining. Don't be a growler—there is nothing so tiresome and boring as a chronic "kicker," an inveterate "knocker." People are always sorry to see him come and are always glad to see him go. Remember this: *Unless you are ready and ABLE to build up, don't tear down.* The author once heard one of our most prominent generals remark, and with so much truth, "*Show me a chronic 'knocker,' and I will show you a man who is a public nuisance and who has never done anything.*"

One sometimes hears an officer growling about the amount of work he has to do, complaining he has more than his share, etc. Remember, your time is not your own—it belongs to the Government, who pays you for it.

Whatever you do, do not speak ill of your regiment or any of your fellow officers in the presence of outsiders, civilians or military, and don't criticise officers or orders in the presence of enlisted men.

Akin to growling is whining. If admonished by your captain or your commanding officer, do not go around telling everybody about it—the chances are they are not at all interested in the matter, and furthermore, such action is puerile.

A Drinking. Excessive drinking in the Army, like excessive drinking in civil life, almost invariably leads to trouble, and often ruin.

If you feel like taking a drink do so, it matters not who may be present, but do not so far forget yourself as to drink to excess. Reckless drinking is neither manly, military, nor gentlemanly, and is always a drain on the purse and body. A good rule, even for moderate drinkers, is, *never to touch a drop of liquor when on, or about to enter upon, any duty.*

B Money Matters and Debts. Not only can a sober and frugal officer—and all officers should be sober and frugal—live well, dress well, and enjoy life on the pay of a second lieutenant, but, if a bachelor, he can also save money.

By all means avoid getting into debt—the curse of many a young officer—*live within your means*. It is a well-known fact that during the last few years the court-martial of nearly every officer tried in the Army has been due directly or indirectly to their living beyond their means. *Avoid debt as you would a pest*, and if in debt, get out of it as soon as you possibly can. "Bone check book" in every way possible until you do not owe a single cent.

If, however, you are so unfortunate as to be in debt, send every one of your creditors a remittance every month, it matters not how small the amount. Remember, the men who sold you goods on credit are entitled to some consideration from you, and a monthly remittance, no matter what the amount may be, will show that you have not forgotten them, and that you are trying to pay your bills. Almost without exception creditors are very patient and considerate with debtors who show a desire to pay their bills. The writer knows of an instance where a young officer joined his regiment several hundred dollars in debt, and at the end of every month he would send his creditors \$50 or \$60 in \$5 and \$10 checks. At the end of fourteen months or so he received a very complimentary letter from one of his old creditors, whom he had just finished paying \$120 in \$5 and \$10 checks, to the effect that he always knew what to expect of the officer, for the checks came regularly at the end of every month, and he was not at all worried about the bill—that the officer thus showed him that he was trying hard to pay his debts, and that he reckoned the officer among his most reliable customers.

C Collection of Debts by the War Department. The War Department will not undertake the collection of private debts from officers or enlisted men. However, as an incident of its duty to maintain the standard of excellence of the Army, it will take disciplinary action in the case of an officer, when his failure, through misrepresentations or otherwise, to meet just financial obligations, scandalizes the service, or holds it up to the view of the public in that light. As a rule credit-

ors should make their complaints to the post or regimental commander of the officer, or to the company commander of the enlisted man. It is believed that in the case of an unsatisfied judgment, which judgment has been obtained in a court of competent jurisdiction, the proper procedure would be for the creditor to lay the entire matter before the post or the regimental commander of the officer, and the officer's refusal to satisfy such a judgment would most probably be considered conduct unbecoming an officer and a gentleman.

The Adjutant General of the Army should not be appealed to unless the creditor is not able to get satisfaction otherwise.

The pay of an officer may be withheld on account of an indebtedness to the United States admitted or shown by the judgment of a court, but not otherwise, unless upon a special order issued by direction of the Secretary of War. The last part of this provision can not be construed separately but in connection with the first part, and can not be interpreted as empowering the Secretary of War to stop the pay of an officer to satisfy private debts or claim for alimony.—*Sec. 2382, Digest of Opinions of the Judge Advocate General of the Army, Revised Edition, 1901.*

However, if a final judgment has been obtained in the case of a private debt or of alimony, the disciplinary aspect of the case will be recognized by the War Department upon complaint.

A Military Courtesy. (See "Honors, Courtesies and Ceremonies," Army Regulations; also, "Honors," Drill Regulations.) Courtesy among military men is indispensable to discipline; respect to superiors will not be confined to obedience on duty, but will be extended on all occasions. (A. R.)

B "All officers salute on meeting, and in making or receiving official reports. Military courtesy requires the junior to salute first, but when the salute is introductory to a report made at a military ceremony or formation to the representative of a common superior—as for example, to the adjutant, officer of the day, etc.—the officer making the report, whatever his rank, will salute first; the officer to whom the report is made will acknowledge, by saluting, that he has received and understood the report. * * * " (A. R.)

When not on duty the salute between officers is usually accompanied by a verbal salutation.

It is frequently noticed that older officers are now more punctilious about saluting when they meet than are those of brief service. Second lieutenants and all other officers, even though classmates or intimate friends, should salute each other on meeting with the same correctness as though they were many grades apart. It is merely a question of good military manners, and furthermore it should be remembered that the military salute is the mark and privilege of the military man—that it is a bond uniting all officers and soldiers in a common profession, marking the fact that above them there is an authority that both recognize and obey—the Country!

General Orders No. 183, 1901, Division of the Philippines, states:

"In all armies, the manner in which military courtesies are observed and rendered by officers and soldiers is the index to the manner in which other duties are performed."

A junior is not justified in failing to salute a senior because the

latter does not acknowledge the salute properly or because of a grievance he may have against the senior.

An officer can not be too careful about returning the salutes of those under him, and he should not do so with a cigar or pipe in his mouth—this is unmilitary and impolite.

The subject of military courtesy is covered thoroughly in *Noncommissioned Officers' Manual* and in *Privates' Manual*, by the author. See Advertising Directory in back of Supplement.

A In his *Suggestions to Young Officers*, Captain Sargent says: "Officers take precedence according to rank as laid down in the Regulations, and this precedence extends to your social life, to the mess, and to the club. When a senior enters the club, it is just as much an act of official courtesy as it is a social one to offer him a chair and a paper, to defer in a manly way to his rank.

"For the same reason, if you are out drilling your company, never pass across the front of a company commanded by a senior so as to cause him to halt or mark time until you are out of the way. You might be a little in advance of him, and so have what is commonly termed the right of way, but it would be a courteous thing to do if you took a little longer route and avoided delaying him.

"I do not mean that there should be a servility or fawning towards a superior officer—such a course is detestable; but that there should be a deference, which in official intercourse should be marked."

If late at a recitation in the officers' school, always make your excuses to the instructor before sitting down.

If an officer senior to the instructor enters the recitation room, even though there be but little difference in their rank, all the student officers should stand at attention.

If a senior officer enters a room in which you are without side arms and wearing your hat, remove your hat. If seated you would, of course, rise.

B When walking or horseback riding with a senior, remain on his left, and if on foot, keep step with him. Likewise, if riding in a carriage with a superior, always sit on his left.

C The Army Regulations require a mounted officer to dismount before addressing a senior not mounted.

D Should you visit the headquarters of a military command or a military post, do not fail to call upon the commander thereof as soon as practicable and register your name as required by Army Regulations.

E **Punctuality.** Punctuality is one of the cardinal requisites of a good soldier. Cultivate the habit of being punctual—make it an invariable rule always to be at the appointed place three or four minutes before the time ordered. *Get into the habit of being punctual.*

A Promptness. Always act promptly, never putting off until to-morrow what can be done today. Procrastination has thwarted the advancement of many a bright, able officer. *Get into the habit of being prompt.*

B Industry and Perseverance. In the profession of arms, as in all other professions, officers ultimately take standing according to efficiency and merit. Efficiency requires time, labor, and perseverance. Of course, ability such as was possessed by Napoleon, Wellington, Grant, Lee, and other geniuses is not to be acquired, but the officer of average ability may educate himself to a capability, if not to command an army, then a regiment, and if not a regiment, then at least a company.

Great and extraordinary intellects may win laurels and stand high in their professions with but little labor, but such geniuses are very rare—the average mortal, without inspiration or natural gift, can hope to gain success only through industry and perseverance.

C Forethought. Forethought, a most valuable asset, is really an acquired trait. *Get into the habit of cultivating it*—it is astonishing how this quality can be improved with practice.

D Attention to Details. *Get into the habit of paying attention to details.* It is a well-known fact that some of our greatest generals owed their success in a large degree to their strict attention to details. A famous English general once remarked, "I attribute my success to the fact that I attended in all things in the first instance to small details; but it is the fashion now to think that small details are not essential. My theory and practice have been exactly the reverse. I maintain the small details are essential. Every great intellect can bring details to a successful result, but without details intellect can do nothing. That is the principle I have tried to inculcate in the spirit and sentiments of the army, and to this day, when I go about to inspect the regiments, I look to these small details as much as I used to do formerly. I believe them to be the rudiments and ground work of our services, and upon them we must build those enlarged views, those enlarged requirements."

Of course, it goes without saying that one who has subordinates that are charged with certain duties, should not attend to details to such an extent as to interfere with and pester those under him—he should confine himself to general instructions, leaving the details to the subordinates, who should be held strictly responsible for results. However, one must not forget it is a well-established principle that it is the duty of an officer or noncommissioned officer who gives an order to see it is obeyed; carrying out orders received does not end in their perfunctory transmission to subordinates, but one must personally see that orders so transmitted are made effective.

E Your Dress. Always be sure to turn out in the regulation uni-

form, with your clothing properly brushed, cleaned and pressed, and every article of your equipment shipshape.

Above all, avoid slouchiness.

A Treatment of Soldiers. Young officers sometimes run to one of two extremes in the treatment of their men—they either, by undue familiarity or otherwise, cultivate popularity with their men; or, they do not treat them with sufficient consideration—the former course will forfeit their esteem; the latter, ensure their dislike, neither of which result is conducive to commanding their respect.

Treat your soldiers with proper consideration, dignity, and justice—remember they are members of your profession, the difference being one of education, rank, command, and pay—but they are men, like yourself, and should be treated as such.

Under no circumstances should you ever swear at a soldier—not only is this taking a mean, unfair advantage of your position, but it is also undignified, ungentlemanly and unmilitary. It is even more improper for you to swear at a soldier than it is for a superior to swear at you—in the latter case the insult can be properly resented; in the former, it must be borne in humiliating silence.

Remember, that if by harsh or unfair treatment you destroy a man's self-respect, you at the same time destroy his usefulness.

Familiarity is, of course, most subversive of discipline, but you can treat your men with sympathetic consideration without being familiar with them.

See page 172 (The Captain) and also 246 (8).

In dealing with enlisted men, do not use the same standard of intellect and morals that apply in the case of officers. And remember, too, that a thing that may appear small and trivial to an officer may mean a great deal to an enlisted man—study your men, learn their desires, their habits, their way of thinking, and then in your dealings with them try to look at things from their standpoint also. In other words, in your treatment of your men be just as *human* as possible.

B One of our ablest officers has given this definition of the Art of War:

1-5 is learned from books;

1-5 is common sense;

3-5 is knowing men and how to lead them.

C System and Method. *Get into the habit of being systematic and methodical.* A systematic and methodical man can accomplish in a given time two or three times as much as a man of equal intelligence who is not systematic and methodical. *Make for yourself the reputation of being careful, systematic and methodical.*

D Paper Work. The only way to learn Army paper work is to do it, thus acquiring a practical, working knowledge of the subject. Ask your captain to let you act as company clerk for two or three months—go to the company office and study carefully the Correspondence

Book, the retained Muster and Pay Rolls, etc. Also study the subject of "Correspondence" in the Army Regulations.

See Chapter XVI, Page 237, on "Paper Work."

A Service Publications. Young officers, when joining the service, should become members of the Military Service Institution and of the Infantry, or Cavalry or Artillery Association. (Infantry and Cavalry officers should belong to both the Infantry and the Cavalry Association.)

Officers should also subscribe to either the Army and Navy Journal or the Army and Navy Register. In this way an officer keeps posted on the best current thought and ideas in the Army—he sees what his brother officers are doing and keeps in touch with the personnel of the service.

The Saturday edition of The Evening Post, New York (\$1.50 per year), devotes considerable space (usually a whole page) to Army news. The Tribune, New York (daily, including Sunday edition), \$8 per year, devotes more space to Army news than any other daily of New York.

The following-named newspapers make more or less a specialty of Army and National Guard news: Baltimore Sun; Kansas City Star; Leavenworth Times; Boston Evening Transcript; Chicago Inter-Ocean; Boston Globe; Brooklyn Daily Times; Brooklyn Eagle; Standard Union (Brooklyn); New York World; New York Times; New York Press; Philadelphia Ledger; Philadelphia Inquirer; Pittsburgh Press; Washington (D. C.) Evening Star; Washington (D. C.) Post.

B Quite often matters come up that officers complain are not covered in the Army Regulations, in some of the Staff Department Manuals, or in some other way, while, as a matter of fact, the very things in point are so covered. The trouble is, some people do not know where to find things—hence, spend your first few months in the service learning what subjects the Army Regulations, the Staff Department, Manuals, etc., contain, so that you will know they exist and will be able to find them when the occasion arises.

In this connection it is suggested that you subscribe to "Army Amendments," a quarterly publication that will keep "posted" up to date your Army Regulations, Manual of Guard Duty, the Manuals of the various Departments, and several other War Department publications. See Advertising Directory in back part of **Supplement**.

C Personal Orders. Keep a file of all company, post, regimental, department division, and War Department orders affecting you. You will find such a file not only most interesting, but also very convenient for reference in years to come. (A Weis Scrap Book, No. 105, is recommended for the purpose.)

D Seeking Advice. In case you wish advice on any subject go to either the adjutant or your company commander—either will gladly assist you. When no officers are at hand, you should not feel backward or ashamed to ask old soldiers, especially noncommissioned officers, concerning matters you do not understand. Although you

may have more "book-learning" than the old soldier, he knows more about soldiers and soldiering than you will know for several years to come.

A When Assuming A New Command, Do Not Be Too Hasty About Making Changes. Probably the greatest administrative officer the Army has ever had said to the author one day, "In assuming a new command I always make it a rule to go slowly in changing things my predecessor has done. He probably had good reasons for his acts, and after you have been in command awhile and gotten familiar with conditions your views may be quite different from what they were at first."

B Don't Go Over Heads of People. In giving instructions or in doing or getting things be careful not to go over the heads of people—there is nothing that will rile the average man more than this.

In this connection it may also be said that you should not get a company clerk, a clerk in the adjutant's office, or any other soldier occupying a similar position to do any clerical or other work for you without first speaking to the officer under whose immediate directions the man is working.

C Legible Signatures. Of late years there has been considerable just criticism of the illegible signatures of many officers, especially youngsters. Illegible signatures are often a source of annoyance, inconvenience, and exasperation to others. Although a person may write more or less illegibly, there is no excuse for illegible signatures, which can be avoided so easily by the exercise of a little care and pains.

The Following Extracts from "THE YOUNG OFFICER'S DON'TS" are Considered Worthy of Perusal:—

DON'T, on joining your regiment, lose sight of the fact that you are now a young officer, and, therefore, no longer an old cadet. Your immediate seniors will be disposed to speedily remind you of the change, should it ever escape your memory.

DON'T assert yourself or your accomplishments. They will be the more appreciated when found out by others, and so, perhaps, will you.

DON'T affect a superiority over your brother officers, either as regards knowledge or ignorance. Prigs and ignoramuses are alike intolerable; but the latter predominate.

DON'T, however poor you may be, dress shabbily.

DON'T affect any singularity in dress. This is a monopoly of great men who, presumably, desire to bring themselves down to the level of ordinary mortals. Knowing this instinctively, men will try to find a reason for your peculiarities, should you cultivate any,

and unassisted by you, may possibly jump at conclusions to your disadvantage.

DON'T, if you are well off, perpetually boast about the largeness of your purchases. Nothing is more offensively vulgar than telling people "what you gave" for this or that, and the chances are that you are only advertising your own folly and gullibility.

DON'T sneer at anybody, either openly or behind their backs. It is bad manners and uncharitable; even men with ridiculously bad memories will not readily forget your having done so.

DON'T be captious. Your elders always think they know better than you, and, without being sycophantic, it is graceful to be silent rather than contradict them flatly. It is also politic.

DON'T forget small debts. The shilling borrowed at pool is apt to be sooner forgotten than the sovereign lent at a race meeting—by the borrower.

DON'T openly despise a man, of your own or any other standing, whom you feel to be your inferior. Depend upon it there is something at which he can beat you handsomely, and he will leave no stone unturned till he does it.

DON'T recite your personal experiences too frequently, or with wearying detail. Unsolicited anecdotes of personal prowess have, as a rule, more charm for the teller than for his audience—some of whom politeness may alone prevent from capping them.

DON'T do nothing because there is nothing to do. The human machine is a poor contrivance, when it stops running because nobody happens to have replenished its hopper.

DON'T parade a want of interest in things which may be engaging the attention of your brother officers. Rightly or wrongly, they will expect your sympathy, and will resent its denial.

DON'T allow yourself to have any tricks of manner, or habit, if you can help it.

DON'T set undervalue on pedigree or family connections. NOBLESSE OBLIGE should be your patrician motto. Remember Lord St. Leonards' answer to the snob who reminded him that his father was a barber. "Had your father been a barber," was the rejoinder, "you would have been a barber too." There is no need to proclaim yourself a born gentleman, if you behave as such.

DON'T, as you value your existence, give men a handle to call you a toady. He who forces himself into the friendship of his superiors loses forever the esteem of his equals; and, under a dynasty that knows not Joseph, will realize how hearty the dislike and contempt of his comrades can be.

DON'T rely upon what is termed "pull" for promotion and advancement. Your own exertions will procure you a solid esteem, infinitely more useful than the recommendation of men in high places, bestowed (begrudgingly more often than not) upon your father's son

DON'T be overanxious to kick down the ladder by which you may have climbed. Men who have done you a good turn at any time remember it and its direct bearing on your success long after they and it have faded from your mind.

DON'T talk loud at mess, or monopolize the conversation by telling stories which, though possibly new to you, may be well known to your elders. These are the privileges of senior officers, and your turn will come.

DON'T, by any chance, mention a lady's name at mess. This rule is as good as it is old, and can not be too strictly adhered to.

DON'T use strong language at mess. Rudeness from a boy's lips becomes an insult from a man's, and its consequences are proportionately serious.

Personal Military Library

A The list of books given on pages 39-47 is intended as an aid to young officers who may desire to accumulate a useful military library without an unnecessary expenditure of time and money. The list is not a bibliography of the wars and other subjects considered, but has for its object the naming of a limited number of works which are known to possess military value and interest.

Cir. 6, Division of Militia Affairs, March 31, 1911, gives a list of books suggested as a guide for a Militia library.

See Chapter XXIX, page 379, "The Educational System of the Army and Professional Study."

B The books named, or any other professional works, foreign or domestic, now in print, may be obtained from The Secretary, Army Service Schools, Fort Leavenworth, Kansas, at a considerable saving in some cases over the usual retail rates.

Also, The U. S. Infantry Association, Washington, D. C., and The U. S. Cavalry Association, Fort Leavenworth, Kan., have excellent book departments through which any books, domestic or foreign, can be obtained at the regular selling price. It is suggested that officers order their books, magazines, and periodicals for both themselves and their companies, through these associations, which are thus enabled to make a profit without any cost on the part of the purchaser.

MILITARY HISTORY¹

All study of war, strategy, tactics, military supplies and transport, and every other branch, brings us sooner or later to the study of Military History. For professional purposes the descriptions of campaigns and

¹In the preparation of this subject valuable assistance was received from Captain Arthur L. Conger, 29th U. S. Infantry.

(Note: The Annotated Guide of American History, published by Houghton, Mifflin & Co., Boston, is a most excellent reference book which gives the scope, character, and comparative worth of books on American history).

battles found in general histories, as well as in a good many so-called military histories, are of little value. We require either the work of a competent trained historical writer, who is at the same time possessed of sufficient professional knowledge and ability to point out both the facts of importance and the deductions to be drawn from them, or else the necessary documents, records, orders, messages, diaries, etc., to enable us to study the facts for ourselves and deduce our own lessons therefrom.

The systematic writing of military history was first begun by Napoleon I, who established a War Department Historical Bureau charged with writing histories of the campaigns of his time.¹ This was abandoned, however, at the restoration of the French monarchy. The Germans were next to undertake the systematic writing of military history. An historical section of the German Great General Staff was founded about 1870, and its first great work, "The History of the Franco-German War of 1870-71,"² was published soon after the conclusion of that war. This was followed by a series of "Monographs on War History," of which forty-four have appeared up to the present time. The earlier volumes are devoted to the Prussian Wars of '64, '66, the Napoleonic Wars and wars of Frederick the Great. The latter volumes, however, have been devoted to studies of the Boer War and the Russo-Japanese War.³

More recently a series of "Studies in War History and Tactics" have been undertaken, five volumes of which have appeared thus far, dealing with such subjects as "The Movement of an Army in Campaign;" "The Withdrawal from Battle;" "Success in Battle" and "The Fortress in Wars of the Time of Napoleon and Wars of Our Own Time." Other publications deal with subjects of less general interest, such as the history of the German Army.

The above works are published as the work of the General Staff, the names of the writers not being given.

As might be expected, all works dealing with wars in which Germany has taken part, are written with a strong bias, and with a view to conserving and fostering the prestige and esprit of the German Army. Other wars are discussed with a fair degree of accuracy and impartiality, though it is to be regretted that references to sources are infrequent.

In 1899 an historical section of the French General Staff was formed and began the publication of a monthly magazine, *Le Revue d'Histoire*, devoted to studies of the Franco-German War of 1870, earlier French wars, including those of Napoleon, and recent foreign wars, including the Boer and Russo-Japanese wars.

¹ Some of these have been published under the title "Memorial du Dépôt de la Guerre."

² Translated, but out of print and hard to obtain.

³ The volumes on the Boer War and two of those on the Russo-Japanese war, have been translated and published in English.

Most of these studies have since been republished in book form, including a history of the Franco-German War of 1870, and the campaigns of 1800 and 1805 (not yet completed.)

These publications differ from the German in that the names of the writers are given and all important documents available are published in full.

The general staffs of the Holland and Belgian armies have recently established "Historical Sections" modeled on the French plan. The Russian General Staff likewise has an historical section. The British General Staff has no historical section but an officer (Colonel Maurice) was recently detailed to write "An Official History of the South African War."

In the United States Army little attention has thus far been given to the study or writing of military history, but Congress has provided for its study in the "Official Records of the War of the Rebellion," the most complete set of documents ever published regarding any war.

As can be readily surmised from the foregoing, there is comparatively little in English, with the exception of a few translations, of great value on modern European wars.

THE WARS OF FREDERICK THE GREAT

(Books marked with an asterisk are out of print, but second-hand copies can be obtained.)

A Carlyle's "Frederick the Great" is the standard work in English. The battles have been collected and published separately in "Carlyle's Battles of Frederick the Great," by Ransome, but the whole of Carlyle's works is of interest to the military student.

THE NAPOLEONIC WARS

Rose's "Napoleon I."

Fournier's "Napoleon I."

"The Cambridge Modern History,"

Vol. IX, "Napoleon."

Jomini's "Life of Napoleon."

} Good general histories.

"Napoleon As A General," by Count Wartenburg; a valuable military estimate.

"Napoleon Bonaparte's First Campaign."

"The Marengo Campaign."

"The Conquest of Prussia."

} by Sargent.

"The Campaign of Poland."

"Napoleon and the Archduke Charles." by F. L. Petre.

"History of the Peninsular War."—Napier. (Considered by some as the best military history ever written.)

"1815—Waterloo," by Houssaye. (Translated from the French.)

"Campaign of 1815," by James.

"History of the Waterloo Campaign," by Ropes.

There are numerous memoirs which are interesting as throwing light on the customs, personalities, morale of the armies, etc., though of slight specific historical value, such as those of Baron de Marbot,¹ MacDonald, Oudinot, Le Jeune, Rapp, Segur and Meneval, but among the best of these the memoirs of St. Cyr have unfortunately not been translated, and the translation of Marmont's Memoirs is out of print.

The so-called St. Helena Memoirs, by Las Casas, Gourgard, Monthalon, etc., have little historical reliability, but are of interest as giving Napoleon's later criticisms on his own campaigns.

The "Correspondence of Napoleon" (32 vols.), published by direction of Napoleon III, 1858-1869 (in French), forms the real basis for the study of the Napoleonic campaigns, taken in connection with the more recent publications of the French and German general staffs.

THE CRIMEAN WAR

A "THE WAR IN THE CRIMEA," by Hamley. An excellent work. Concise and accurate.

Kinglake's "History of the Crimean War." Student edition, by Clarke.

THE ITALIAN WAR OF 1859

B "Magenta and Solferino"—Wyllly (London).

THE AUSTRO-PRUSSIAN WAR

Hozier's "Seven Weeks' War." An excellent work.

Wagner's "The Campaign of Königrätz." A study of the Austro-Prussian conflict in light of the American Civil War.

THE FRANCO-GERMAN WAR

C "The German Official Account." A voluminous and costly work. It is the standard work on which all other histories of this war must necessarily be mainly founded."

*BORESTAEDT'S "HISTORY OF THE FRANCO-GERMAN WAR." An excellent work but it ends with the fall of Strassburg and the annihilation of the French regular armies.

"The Franco-German War," by Von Moltke. A brief history, good in the original, but the English translation contains a number of minor inaccuracies.

"The Franco-German War"—Maurice. (By German officers—corresponds to our "Battles and Leaders of the Civil War").

The following translations from the German do not pretend to be histories, but throw considerable light on certain phases of the operations:

"With the Royal Headquarters," by Von Verdy.

¹ Memoirs of Baron de Marbot is an extremely interesting work which throws much light upon the military methods and life in the armies of Napoleon.

"Blumenthal's Journal of the Wars of 1866 and 1870-71."
 "Twenty-four Hours of Von Moltke's Strategy." } Fritz Hoenig.
 "Tactics of the Future."

From the French point of view nothing of consequence on the Franco-German War has yet been written in English or translated, but Bonnal's "Froeschwiller" and "Manoeuvre de St. Privat" as well as the French General Staff History, are excellent works recommended for those who read French. Lebaucourt's "L'Histoire de la Guerre de 1870-71" is probably the best general history of the war. A good impartial account as well as a valuable military criticism is found in the Russian General Von Woyde's "Causes of Success and Failure in the Franco-German War;" this work is published in both French and German, but not yet in English. Von Moltke's correspondence, recently published by the German General Staff, throws much new light on this campaign.

THE RUSSO-TURKISH WAR

Greene's "Russian Campaigns in Turkey." An excellent work.
 "The Russo-Turkish War"—Maurice.
 "Army Life in Russia"—Greene.

EARLY AMERICAN WARS

Parkman's "Montcalm and Wolfe." A deeply interesting history of the "Old French War."

Fiske's "History of the American Revolution." An excellent work.

Lossing's "Field Book of the War of 1812." A large volume, minute in many details, and somewhat discursive.

An excellent account of the War of 1812 can be found in Adams' "History of the United States, from 1801 to 1817," and in McMaster's "History of the People of the United States."

"War of 1812"—Johnston.

"Naval War of 1812"—Roosevelt.

THE MEXICAN WAR

*"History of the Mexican War," by Major General C. M. Wilcox; Church News Pub. Co., Washington; 1892. A good military history.

"The War With Mexico," by Brigadier General R. S. Ripley; Harper, N. Y., 1849; 2 volumes. A good military history in a more popular style than the above.

"Autobiography of General Winfield Scott," Sheldon, N. Y., 1864; 2 volumes. Has been severely criticised, but has great interest for the military student.

"General Scott," by Brigadier General M. I. Wright.

"General Zachary Taylor," by Major General O. O. Howard.

The last two volumes are popular biographies published by Appleton, New York, 1892-94, in the "Great Commander" series. Price, \$1.50 each.

THE CIVIL WAR OF 1861-64

The "Official Records of the Union and Confederate Armies in the War of the Rebellion" (128 volumes and atlas), published by Act of Con-

gress at a cost of nearly three million dollars and distributed free of charge to field officers of the Army and members of Congress and their friends, is now out of print, but a set will be found in the post library of nearly every military post in the United States, and sets with the atlas may be obtained from second-hand book dealers for from \$15 to \$40.

The best general history of the Civil War is "Abraham Lincoln; A History," by Nicolay and Hay, 10 volumes; The Century Co.

"The Campaigns of the Civil War," 13 volumes, Scribner's, form the best introduction to the study of particular campaigns.

"A Bird's Eye View of the Civil War," by Dodge, gives a brief summary of events of the War. Baker & Taylor, New York, \$1.

Other histories are:

"History of the Civil War in America," by the Comte de Paris; 4 volumes (to the spring of 1864, only).

"Story of the Civil War," by J. C. Ropes, 2 volumes. (1861 and 1862, only).

"Life of Stonewall Jackson," by Henderson (English). Strong Southern bias and unreliable.

"Grant's Virginia Campaign in 1864," by Atkinson (English). Good.

Memoirs¹

Many memoirs have been published, of which only a few will be mentioned here.

"Personal Memoirs of U. S. Grant" is an exceptionally able and careful work and should be in the library of every officer.

The memoirs of Sherman and of Sheridan are of great interest on account of the prominent part in events taken by these generals.

"McClellan's Own Story," "Johnston's Narrative" and "Advance and Retreat," by Hood, are mainly controversial in character, and the two last are particularly unreliable. "From Manassas to Appomattox," by Longstreet, is an excellent work, but written with a strong bias.

Two memoirs have appeared recently which have a special value because written after years of careful study of the campaigns in which the writers participated. These are:

"Military Reminiscences of the Civil War," by Cox (2 volumes, Scribner's), and "Military Memoirs of a Confederate," by Alexander (1 volume, Scribner's, \$4 net). The latter presents a searching and fearless analysis of each of the great campaigns. It is one of the ablest and most valuable books on the Civil War.

¹"Battles and Leaders of the Civil War" (4 volumes; The Century Co.) contain numerous short stories, originally published in the Century Magazine, which are mainly controversial or anecdotal and of slight historic or military value. Some of the many illustrations are, however, excellent.

NOTE. An excellent and fairly complete bibliography of the Civil War will be found in the "Literature of American History, American Library Association, Annotated Guide." (Edited by J. N. Tarned.)

THE CHINO-JAPANESE WAR OF 1894

"The China-Japan War," by Vladimir, Scribner's.

THE SPANISH-AMERICAN WAR

Lodge's "History of the War With Spain." An ably written book, but produced almost contemporaneously with the events which it describes, and, consequently, not free from inaccuracies.

The "Fight for Santiago," by Stephen Bonsal. A readable narrative, but the military criticisms are of little value.

"In Cuba With Shafter," by Miley. A concise narrative, supposed to reflect to a considerable degree the views of General Shafter.

"The Cuban and Porto Rican Campaigns," by Richard Harding Davis.

"Battles and Capitulation of Santiago de Cuba," by Lieut. Jose Müller y Tejiero.

"The Campaign of Santiago," by Sargent. The best history of the war written so far. (3 vols.)

MINOR WARS

*Sprague's "History of the Florida War."

Malleson's "History of the Indian Mutiny of 1857." (The "Sepoy War.")

Forbes' "History of the Afghan Wars."

Stevens' "With Kitchener to Omdurman."

Churchill's "The River War."

"War Path and Bivouac, or the Conquest of the Sioux," by Finerty. While this book scarcely rises to the dignity of history, it gives a readable and reliable account of the Sioux War of 1876-77.

"Narrative of the Field Operations Connected With the Zulu War of 1879."

Carter's "Narrative of the Boer War." (The First Boer War).

Maurice's "Military History of the Campaign of 1882 in Egypt."

"History of the Soudan Campaign." Colville.

THE CHINESE CAMPAIGN OF 1900

"China and Allies." Landor.

"Reports on Military Operations in South Africa and China," published by the Military Information Division, Adjutant General's Office.

(Now War College Division, General Staff.)

"America With the Chinese Expedition."—Daggett.

THE BOER WAR

"German General Staff Account." 2 vols. Best work in print on subject. Should be carefully read by every military student.

"The History of the Boer War," by Cunliffe; 2 vols. (about 650 pages each). An excellent account with many illustrations. Originally published at \$10, now sold for \$2.

"The Times History of the War in South Africa," 5 vols., illustrated (about 350 pages each). A very complete account originally published at \$50, but second-hand copies can now be had for about \$10.

"History of the War in South Africa 1899-1902," by Maurice (semi-official account); not yet completed. Three volumes have appeared thus far (about 500 pages each), with a box of excellent maps to accompany each volume. It is sold at \$10 per volume, including the maps.

"The Great Boer War," by Conan Doyle. An excellent brief history.

"The Second Boer War," by Wisser.

"Reports on Military Operations in South Africa and China," published by the Military Information Division, Adjutant General's Office.

(Now War College Division, General Staff.)

THE RUSSO-JAPANESE WAR

Two volumes of the German Official Account have thus far been translated into English and form the best general history so far as they go. Other volumes will appear soon.

The report of U. S. Army observers have been published by the War Department in numerous volumes and contain valuable information for the study of this war. The same may be said of Sir Ian Hamilton's "A Staff Officer's Scrap Book," 2 volumes (about 350 pages each). Among the many monographs and accounts of special operations may be mentioned:

"The Siege and Fall of Port Arthur," by Bartlett—the best English narrative of the siege.

"The Battle of Mukden"—a summary by the German General Staff, published by Hugh Rees, London, 1906; 72 pages; \$1.50 (good maps).

"The Battle of Shaho," the same.

"Lessons of the Russo-Japanese War," by De Negrier; Hugh Rees, London.

"The Truth About the War," by Tarbuno.

WORKS COVERING SEVERAL HISTORICAL EPOCHS

"Annals of the Wars of the Eighteenth and Nineteenth Centuries," by Cust. This work includes the campaigns of Marlborough, Frederick the Great, and Napoleon, besides giving a good account of the "Old French War," the Revolution, and the War of 1812. It is a valuable work, and can be purchased at a very reasonable price.

VARIOUS WORKS PERTAINING TO THE ART OF WAR

General Works on the Art of War.

"On War," by Clausewitz; translated from the German by Colonel Graham; published by Kegan Paul, Trench, Trübner & Co., London. 3 volumes.

Although written nearly a century ago this book remains the standard work on the art of war and is one which every officer who wishes to become master of his profession should know thoroughly.

"The Conduct of War," by Von der Goltz; translated from the German by Colonel Dickman; published by Franklin Hudson, Kansas City, Mo.

A valuable and concise statement of the principles of strategy.

"The Nation in Arms," by Von der Goltz; translated from the German by Von Donat; published by Hugh Rees, London. An important supplement to the above.

"The Development of Strategical Science During the 19th Century," by Von Caemmerer; translated from the German by Von Donat; published by Hugh Rees, London.

A valuable work, especially if studied after or in connection with those given above.

"Napoleon's Maxims of War." Many translations exist of this military classic which every officer should know.

"Operations of War," by Hamley. This book was published forty years ago and gives numerous historical illustrations of the main principles of strategy, taken chiefly from Napoleonic campaigns. Although somewhat out of date and inexact as to the facts of some of the campaigns cited, this work remains a valuable introduction to the subject of strategy. A work on the same order, but greatly superior, by Von Verdy, has just been published in Germany, of which it is hoped that an English translation will soon be published.

"Modern War," by Derrecagaix, a work on the same plan by a French writer.

"The Duties of The General Staff," by Von Schellendorf, translated for the British General Staff, London. The best introduction to the study of military staff duties and of the problems which confront the higher commanders in campaign.

Fortification.

"Applied Principles of Field Fortification," by Captain J. A. Woodruff, is a brief but good introduction to this subject.

Military Topography and Sketching.

"Individual and Combined Military Sketching," by Cole and Stuart; published by the Cavalry Journal, Fort Leavenworth, Kans.

"Military Topography" (including Map Reading, Surveying and Sketching), by Sherrill.

"Noncommissioned Officers' Manual," by Moss, contains excellent chapters on map-reading and map-sketching, presenting the subjects in a simple, practical way.

Supply and Transport.

"Lines of Communication."

"Military Transport."

by Furse.

"Notes on the Supply of an Army," translated by Captain Kendell and Colonel Sharpe.

No subject connected with the art of war is of greater importance than this, but there is little thus far printed on it in English. Every officer should investigate deeply this subject in books and out of them.

Tactics

The study of tactics is best pursued by (a) reading general works on the subject, such as those cited below; (b) studying and solving tactical problems; and (c) studying military history. These three lines of study should go hand in hand and when possible be supplemented by participating in tactical and staff rides, maneuvers, and war games.

(See Chapter XXIX, page 379, "The Educational System of the Army and Professional Study.")

The standard modern work on tactics is by Balck, a German writer, published in 6 volumes, only one of which, "Infantry Tactics," has been translated into English.

Other works on tactics recommended are:

"Tactical Principles," by J. Bürde; published by Hugh Rees, London, 1908.

"A Summer Night's Dream," anonymous; published by Franklin Hudson, Kansas City, Mo.

"Inquiries into the Tactics of the Future," by Fritz Hoenig; translated by Reichmann and published by Franklin Hudson, Kansas City, Mo.

"Etudes sur le Combat," by Ardant du Picq. (French.)

"Notes on Field Artillery for Officers of All Arms," by Captain O. L. Spaulding, Jr.

"Cavalry Studies from Two Great Wars," by Bowie, Koehler and Davis.

"Cavalry in Future Wars," by Bernhardt.

Works on Applied Tactics

"Tactical Principles and Problems," by Hanna; 453 pages, \$2.50. An interesting and thorough discussion of marches, advance and rear guards, combats, outposts, and other ordinary operations of small commands of infantry and cavalry. This book is highly recommended.

"Studies in Minor Tactics," by instructors in the Military Art Department, Army School of the Line. This book deals with small forces, from a small patrol up to and including a regiment.

"Letters on Applied Tactics," by Griepenkerl; American translation by Barth; published by Franklin Hudson, Kansas City, Mo. This work deals with the reenforced brigade.

The following three works deal with an infantry division:

"Studies in the Leading of Troops," by Von Verdy (Franklin Hudson).

"Tactical Divisions and Orders," by Buddecke (Franklin Hudson).

"Selected Problems Relating to the Conduct of a Division" (by Gizycki and Fitzman); privately printed at the Army Service Schools for use in the Staff College, but for sale to Army officers.

The following are of special interest to cavalry officers:

"Conduct of a Contact Squadron," by de Biensan.

"Studies in Applied Tactics," by Von Alten; translated by Barth and published by Franklin Hudson, Kansas City, Mo.

"Cavalry in Service," by Pelt-Narbonne; translated by Legard and published by Hugh Rees, London. (Studies based on the employment of the German Cavalry at the outbreak of the Franco-German War of 1870-71).

Miscellaneous

"History of the Indian Mutiny of 1857," (the Sepoy Rebellion), by Malleson.

"History of the Afghan Wars," by Forbes.

"Narrative of the Field Operations connected with the Zulu War of 1879."

"Narrative of the Boer War," by Carter (First Boer War).

"Military History of the Campaign of 1882 in Egypt," by Maurice.

"History of the Soudan Campaign," by Colville.

"With Kitchener to Omdurman," by Stevens.

"The River War," by Churchill.

"Forty-one Years in India," by General Lord Roberts.

"History of the Florida War," by Sprague.

"War Path and Bivouac," by Finerty (Sioux War of 1876-77).

"Chief Joseph, His Pursuit and Capture," by Howard.

The War Department and the Military Information Division Libraries

Upon direct application to the Librarian of the War Department officers may obtain such books in the War Department Library as are not necessary for reference purposes in the library rooms. Books so obtained can be retained thirty days from date of their receipt, at the expiration of which period they will be returned by registered mail to the Librarian of the War Department.

The officer must prepay the registry fee.

Transfers of any volume to an officer serving at the same post may be made for a period of fifteen days, in which case the librarian will be promptly advised. (Instructions of the officer in supervisory charge of the library).

Under the same conditions books may be obtained from the Military Information Division Library (War College Division, General Staff).

Catalogues of books on hand in both libraries may be found in the Post Library.

Library of the Military Information Division, General Staff, Manila, P. I.

Officers serving in the Philippines Division can get books from this library on conditions similar to those on which publications can be obtained from the War Department Library.

A The War College Division of the General Staff is always glad to avail itself of the services of officers who are good translators of any foreign language. Officers doing translation work receive credit for the same on their efficiency record. Officers wishing to secure professional books or papers for translation should communicate with, "The Chief, War College Division, General Staff, Washington, D. C."

A dictionary for use in connection with translation work, is usually furnished, if asked for.

NOTE: The War Department has published a splendid French-English Military Technical Dictionary (Document No. 95), by Capt. Willcox, a copy of which would probably be furnished you upon application.

B The Army List and Directory, a pamphlet published the 20th of every month, gives the names of the commissioned personnel of the various departments, staff corps and regiments, and also the names and addresses of all officers of the Army, active and retired. It can be obtained from the Superintendent of Documents, Government Printing Office, Washington, D. C., at 15 cts. a copy, or \$1.50 a year.

C Relations with Civilians and National Guardsmen. It may be said that there is a feeling amongst some civilians, and a feeling that is not in some cases entirely without foundation, that some Army officers are at times inclined to hold themselves aloof from civilians to the extent of appearing snobbish. The officer whose manners excite such criticism is lost to his sense of responsibility to himself and to the service. To be courteous and considerate, in speech and manner, in all social, business, and official relations with civilians, is incumbent upon all officers. It is to be remembered that our Regular Army is essentially the *people's* Army and that it exists only by their good will and pleasure; that it is the *people* who created the Army and that it is the *people* who maintain and support it.

With regard to our citizen soldiery, officially known as the Organized Militia, and popularly called the National Guard, not only should a feeling of comradeship cause us always to extend to them a sympathetic hand, but it is really a part of our duty to help them in every way possible. Under the present law, our next war, should it be one of any magnitude, will be fought to a great extent by the Organized Militia; and it is therefore our duty to assist, instruct, and encourage them by willingly and freely giving them the benefit of our experience and training as professional soldiers—by letting them have the benefit of the knowledge and information, practical and theoretical, that we have acquired at the expense of the Government.

For the promotion of closer affiliation between the Regular Army and the Organized Militia, see Cir. 28. D. M. A., '09.

CHAPTER II

HOW TO SUCCEED IN THE ARMY

Make Yourself Useful—that's the way many of our most prominent men in the army and in civil life have succeeded.

HOW TO MAKE YOURSELF USEFUL

1 *WHATEVER YOU DO, it matters not how unimportant, DO THOROUGHLY—WITH ALL YOUR MIGHT—WITH YOUR WHOLE HEART AND SOUL—as if your very life depended on it—and then look for something else to do.*

Almost any officer can do a thing fairly well. Many can do a thing very well. A few can do a thing superbly well. *But the one who, through zeal, energy, enthusiasm, patience, and persistence, STAMPS EVERYTHING HE DOES WITH HIS PERSONALITY, MAKING IT INDIVIDUAL AND DISTINCT, is the one who, in the Army like in every other field of human endeavor will succeed.* Such a man can't help but succeed—you might as well try to stop the waters of Niagara as to stop him from succeeding.

2 **DO NOT CONFINE YOURSELF TO DOING ONLY WHAT YOU ARE TOLD TO DO—only what your captain, your commanding officer, the Army Regulations or general orders tell you to do—DO MORE THAN YOU ARE TOLD TO DO. There are always other things to be done—HUNT FOR THEM (you'll be able to find them) AND DO THEM.**

3 **DO NOT PROCRASTINATE**—whenever you have something to do, Do It, and do it *at once—don't put it off!* Make it an invariable rule at the very beginning of your career never to put off until to-morrow what you can do to-day.

4 *Always endeavor to ANTICIPATE THE WISHES OF YOUR SUPERIORS, putting yourself in their place and doing what you would have your subordinates do for you.*

5 When directed to do a thing, if you can't do it at first, do not then report you can't do it, but **TRY SOME OTHER WAY**, and keep on TRYING SOME OTHER WAY until you have either succeeded or have exhausted every possible means you can think of. *It is really astonishing how comparatively few things in this world can not be done, if one only tries hard enough to do them.*

And when given a task by the commanding officer or any other superior, do not pester him by continually reporting what you are doing, the difficulties that are being encountered, getting his opinion about this and that, etc. Remember, it is the RESULT that your superior wants—the result that it is “up to” YOU to accomplish—he doesn’t want his time taken up and his patience tried in the manner stated, by sharing your troubles, etc.—probably he has some of his own. So, unless absolutely necessary in order to get some point cleared which can be cleared only by the superior himself, or to have some obstacle overcome which can be overcome only by the superior himself, keep away from him until you are ready to “deliver the goods.”

6 Do not confine yourself to THINKING, to DREAMING. It is not enough to have ideas—ideas alone mean nothing—they must be put into effect. One idea that is carried out, that is given body and form—one idea that assumes definite, tangible form and bears concrete results, is worth a million ideas that are born but to die.

Get into the habit of following things up, of “camping on a fellow’s trail.” If, for instance, you wish to get something from the Quartermaster’s Department, or if you wish to have the Quartermaster’s Department do something for you, don’t stop when your request goes in, but keep the matter before you as “unfinished business” until you have gotten what you went after, or it becomes very evident that the article can not be gotten or the thing can not be done—and remember, as stated before, *that there are comparatively few things in this world that can not be done, if you only try hard enough.* The making of a request is only the beginning—unless you follow it up it may (and often does) mean nothing.

Remember, the man who succeeds in this world is the man who ATTRACTS ATTENTION and the man who ATTRACTS ATTENTION is the man who DOES THINGS—not the man who TALKS about doing things.

It is safe to say any young officer who follows the above principles will not only, in the course of time, become generally and favorably known throughout the Army, but he will also ultimately rise to a position of prominence and influence. It may be a long time—perhaps five, ten, or even fifteen years—before your efforts are fully recognized and rewarded, but don’t be discouraged—remember this has been the experience of some of our greatest generals and our greatest railroad presidents, merchants, bankers, and other recognized leaders, but that’s the way they succeeded.

Pertinent to this subject the following is reproduced by kind permission of the author, Mr. Elbert Hubbard:

A MESSAGE TO GARCIA.

In all this Cuban business there is one man stands out on the horizon of my memory like Mars at perihelion. When war broke out between Spain and the United States, it was very necessary to communicate quickly with the leader of the Insurgents. Garcia was somewhere in the mountain fastnesses of Cuba—no one knew where. No mail nor telegraph message could reach him. The President must secure his cooperation, and quickly.

What to do!

Some one said to the President, "There's a fellow by the name of Rowan will find Garcia for you, if anybody can."

Rowan was sent for and given a letter to be delivered to Garcia. How "the fellow by the name of Rowan" took the letter, sealed it up in an oil-skin pouch, strapped it over his heart, in four days landed by night off the coast of Cuba from an open boat, disappeared into the jungle, and in three weeks came out on the other side of the island, having traversed a hostile country on foot, and delivered his letter to Garcia, are things I have no special desire now to tell in detail.

The point I wish to make is this: McKinley gave Rowan a letter to be delivered to Garcia; Rowan took the letter and did not ask, "Where is he at?" By the Eternal! there is a man whose form should be cast in deathless bronze and the statue placed in every college of the land. It is not book learning young men need, nor instruction about this and that, but a stiffening of the vertebrae which will cause them to be loyal to a trust, to act promptly, concentrate their energies; do the thing—"carry a message to Garcia!"

General Garcia is dead now, but there are other Garcias.

No man, who has endeavored to carry out an enterprise where many hands were needed, but has been well-nigh appalled at times by the imbecility of the average man—the inability or unwillingness to concentrate on a thing and do it. Slipshod assistance, foolish inattention, dowdy indifference, and half-hearted work seem the rule; and no man succeeds, unless by hook or crook, or threat, he forces or bribes other men to assist him; or mayhap, God in His goodness performs a miracle, and sends him an Angel of Light for an assistant. You, reader, put this matter to a test: You are sitting now in your office—six clerks are within call. Summon any one and make this request: "Please look in the encyclopedia and make a brief memorandum for me concerning the life of Correggio."

Will the clerk quietly say, "Yes, sir," and go do the task? On your life, he will not. He will look at you out of a fishy eye, and ask one or more of the following questions:

Who was he?

Which encyclopedia?

Where is the encyclopedia?

Was I hired for that?

Don't you mean Bismarck?

What's the matter with Charlie doing it?

Is he dead?

Is there any hurry?

Shan't I bring you the book and let you look it up yourself?

What do you want to know for?

And I will lay you ten to one that after you have answered the questions, and explained how to find the information, and why you want it, the clerk will go off and get one of the other clerks to help him try to find Garcia—and then come back and tell you there is no such man. Of course, I may lose my bet, but according to the Law of Average, I will not.

Now if you are wise you will not bother to explain to your "assistant" that Correggio is indexed under the C's, not in the K's, but you will smile sweetly and say, "Never mind," and go look it up yourself.

And this incapacity for independent action, this moral stupidity, this infirmity of the will, this unwillingness to cheerfully catch hold and lift, are the things that put pure socialism so far into the future. If men will not act for themselves, what will they do when the benefit of their effort is for all? A first mate with knotted club seems necessary; and the dread of getting "the bounce" Saturday night holds many a worker to his place.

Advertise for a stenographer, and nine out of ten who apply can neither spell nor punctuate—and do not think it necessary to.

Can such a one write a letter to Garcia?

"You see that book-keeper," said the foreman to me in a large factory.

"Yes, what about him?"

"Well, he's a fine accountant, but if I'd send him up town on an errand, he might accomplish the errand all right, and, on the other hand, might stop at four saloons on the way, and when he got to Main Street, would forget what he had been sent for."

Can such a man be entrusted to carry a message to Garcia?

We have recently been hearing much maudlin sympathy expressed for the "down-trodden denizen of the sweat-shop" and the "homeless wanderer searching for honest employment," and with it all often go many hard words for the men in power.

Nothing is said about the employer who grows old before his time in a vain attempt to get frowsy ne'er-do-wells to do intelligent work; and his long patient striving with "help" that do nothing but loaf when his back is turned. In every store and factory there is a constant weeding-out process going on. The employer is constantly sending away "help" that have shown their incapacity to further the interests of the business, and others are being taken on. No matter how good times are, this sorting continues, only if times are hard and work is scarce, the sorting is done finer—but out and forever out, the incompetent and unworthy go. It is the survival of the fittest. Self-interest prompts every employer to keep the best—those who can carry a message to Garcia.

I know one man of really brilliant parts who has not the ability to manage a business of his own, and yet who is absolutely worthless to anyone else, because he carries with him constantly the insane suspicion that his employer is oppressing, or intending to oppress him. He can not give orders, and he will not receive them. Should a message be given him to take to Garcia, his answer would probably be, "Take it yourself."

To-night this man walks the streets looking for work, the wind whistling through his threadbare coat. No one who knows him dare employ him, for he is a regular firebrand of discontent. He is imnervous to reason, and the only thing that can impress him is the toe of a thick-soled No. 9 boot.

Of course I know that one so morally deformed is no less to be pitied than a physical cripple; but in our pitying, let us drop a tear, too, for the men who are striving to carry on a great enterprise, whose working hours are not limited by the whistle, and whose hair is fast turning white through the struggle to hold in line dowdy indifference, slipshod imbecility, and the heartless ingratitude which, but for their enterprise, would be both hungry and homeless.

Have I put the matter too strongly? Possibly I have; but when all the world has gone a-slumming I wish to speak a word of sympathy for the man who succeeds—the man who, against great odds,

has directed the efforts of others, and, having succeeded, finds there's nothing in it, nothing but bare board and clothes.

I have carried a dinner pail and worked for days' wages, and I have also been an employer of labor, and I know there is something to be said on both sides. There is no excellence, *per se*, in poverty; rags are no recommendation; and all employers are not rapacious and high-handed, any more than all poor men are virtuous.

My heart goes out to the man who does his work when the "boss" is away, as well as when he is at home. And the man who, when given a letter for Garcia, quietly takes the missive, without asking any idiotic questions, and with no lurking intention of chucking it into the nearest sewer, or of doing aught else but deliver it, never gets "laid off," nor has to go on a strike for higher wages. Civilization is one long anxious search for just such individuals. Anything such a man asks shall be granted; his kind are so rare that no employer can afford to let him go. He is wanted in every city, town and village—in every office, shop, store and factory. The world cries out for such; he is needed, and needed badly—the man who can carry a message to Garcia.

CHAPTER III

REMARKS ON THE ORGANIZATION OF THE ARMY

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

(Every young officer should read "The Story of the Soldier," by General Forsyth, D. Appleton & Company, New York, Publishers. A book of intense interest, giving the early history and traditions of the Regular Army.)

A By the Constitution of the United States the **President is Commander in Chief** of the Army. This power is confided in him to be exercised at his discretion, but is habitually exercised through the War Department.

B The Act of Congress approved February 14, 1903,[†] establishing the **General Staff Corps** and creating a **Chief of Staff**, terminated the office of **Commanding General of the Army**. The Chief of Staff is detailed by the President from the officers of the Army at large not below the grade of Brigadier General, and under the direction of the President, or of the Secretary of War under direction of the President, has supervision of all troops of the Line and of the Adjutant General's, Inspector General's, Judge-Advocate General's, Quartermaster's, Subsistence, Medical, Pay and Ordnance Departments, the Corps of Engineers, and Signal Corps, and perform such other military duties, not otherwise assigned by law, as may be assigned to him by the President. The Chief of Staff may or may not be the senior officer of the Army.

C The War Department, whose head is called the Secretary of War, has, under the supervision of the President, the care and control of the Army. The affairs of the Army are administered through the General Staff Corps, and various Bureaus or Departments, known as The Adjutant General's, Inspector-General's, Judge-Advocate General's, Quartermaster's, Subsistence, Medical, Pay, Ordnance, Engineer, Signal, and Insular.

D The Regular Army consists of the General Officers, the General Staff Corps, the Bureaus or Departments enumerated above, the U. S. Military Academy, the Chaplains, the Post Noncommissioned Staff, the Coast Artillery Corps, the Field Artillery, the Battalions of

[†]Published in G. O. 15, H. Q. A., 1903.

Engineers, the regiments of Cavalry and of Infantry, the Indian Scouts, the Retired Officers, the Retired Enlisted Men, and the Porto Rico Regiment of Infantry. See Supplement, Chap. III.

The Philippine Scouts form a part of the Army of the United States, but not of the Regular Army.

Note. The Mobile Army consists of the Infantry, Cavalry, Field Artillery, and such troops as may be assigned to complete prescribed tactical organizations of these three arms.

A The authorized Strength of the Army. Sup., Chap. III, Par. 30.

B The General Staff Corps is charged with the preparation of plans for the national defense and for the mobilization of the military forces in time of war; the investigation of all questions affecting the efficiency of the Army and its state of preparedness for military operations; the rendition of professional aid and assistance to the Secretary of War and to general officers and other superior commanders, and the acting as their agents in informing and co-ordinating the action of all the different officers who are subject to the supervision of the Chief of Staff. See Supplement, Chap. III, Par. 32.

C The Adjutant General's Department is the bureau of orders, correspondence, and records of the Army. All orders and instructions emanating from the President of the United States, the Secretary of War, the Chief of Staff, or any officer with a command equal to or greater than a brigade, are communicated to troops and individuals in the military service through this department.

The office of The Adjutant General of the Army is the repository for the records of the War Department relating to the history of every officer and soldier in the Army (regular and volunteer), and to the movements and operations of troops, the records of all appointments, promotions, resignations, deaths, and other casualties. The preparation and distribution of commissions, etc., pertain to this office, which also has charge of the recruiting of the Army and of the records of the volunteer armies and of the pension and other business of the War Department connected therewith. Sup., Chap. III, Par. 33.

D The Inspector General's Department exercises, by inspections, general observation over all matters pertaining to the efficiency of the Army, the condition and state of supplies of all kinds, of arms and equipments, of the expenditure of public property and moneys, and the condition of accounts of all disbursing officers, of the conduct, discipline, and efficiency of officers and troops. Sup., Chap. III, Par. 34.

E The Judge Advocate General's Department is the bureau of military justice. The head of the Department is known as the Judge

Advocate General, and is the custodian of the records of all general court-martial, courts of inquiry, and military commissions. **Supplement**, Chap. III, Par. 35.

A The Quartermaster's Department is charged with the duty of providing the **Army** with transportation, animals, forage, fuel, clothing, camp and garrison equipage, barracks, store-houses, and other buildings. This Department furnishes all the supplies needed in the **Army**, except subsistence stores, ordnance stores, medical supplies, and signal and engineer supplies. It attends to all matters connected with military operations which are not expressly assigned to some other bureau of the War Department. **Supplement**, Chap. III, Par. 37.

B The Subsistence Department supplies the **Army** with the means of subsistence, and is charged with the expenditure of funds appropriated for subsisting the enlisted men and for purchasing articles kept for sale to officers and enlisted men. **Supplement**, Chap. III, Par. 38.

C The Medical Department is charged with the supervision of the sanitary condition of the **Army**, the care of the sick and wounded, the physical examination of officers and enlisted men, the management and control of military hospitals, etc. It is the most independent of all the staff departments, planning its own hospitals, transporting its own sick and wounded in the field and supplying its own medicines, litters, blankets, instruments, etc. **Supplement**, Chap. III, Par. 39.

D The Pay Department has charge of the supply and distribution of and accounting for funds for the payment of the **Army**. **Sup.**, Chap. III, Par. 40.

E The Ordnance Department is charged with supplying the **Army**, by purchase or manufacture, with arms, equipments, ammunition and everything else pertaining to the fighting material. It also establishes and maintains arsenals and depots for the manufacture, repairing and safe-keeping of ordnance stores, and provides horse equipments and field outfits for soldiers, such as haversacks, canteens, tin cups, meat ration cans, knives, forks, and spoons. **Supplement**, Chap. III, Par. 41.

F The duties of The Engineer Department or Corps of Engineers comprise reconnoitering, surveying and map-making for military purposes, including the construction and repair of fortifications, the planning and superintendence of defensive or offensive works in the field, and the construction of military roads and bridges. Many officers of the **Corps** are detailed to take charge of river and harbor improve-

ments, constructing breakwaters, opening channels for the navigation of rivers, superintending the erection of important public buildings, etc.

Vacancies in the grade of second lieutenant are filled from the graduates of West Point standing highest in their classes. **Supplement, Chap. III, Par. 42.**

A The Signal Corps is charged with the construction, repair, and operation of military telegraph and telephone lines and cables, field telegraph trains, balloon trains, aeroplanes, etc. **The Chief Signal Officer** has supervision of the instruction in military signaling and telegraphy prescribed by the War Department, and he is also charged with the procurement, preservation, and distribution of the necessary supplies for the Signal Corps and for the lake and sea coast defense. **Supplement, Chap. III, Par. 43.**

B The United States Military Academy at West Point, New York, constitutes an independent command. The body of students at the Academy is known as the United States Corps of Cadets. The Cadets constitute a part of the **Army**, but are not officers,—they rank next below veterinarian, taking precedence over all noncommissioned officers of the **Army**. Graduates are commissioned as second lieutenants. **Supplement, Chap. III, Par. 44.**

C The Chaplains are clergymen with military commissions, by virtue of which they have charge of the spiritual welfare of soldiers. By law they are charged with holding appropriate religious services for the benefit of the commands to which they may be assigned for duty; with performing appropriate religious services at the burial of officers and soldiers who may die in such commands, and with the instruction of the enlisted men in the common English branches of education. They are commissioned officers. Although eligible to be detailed as members of general courts-martial and other duties required of officers, their duties in practice are confined mostly to those of a religious nature and to the superintendence of the Post Schools. **Supplement, Chap. III, Par. 45.**

D The Indian Scouts are enlisted for periods of three years and are discharged when the necessity for their service ceases. Their principal duties consist in scouting in the territories and Indian country. The number now authorized is 75, and they are apportioned among several departments west of the Mississippi. They form a part of the **Regular Army**.

A Retired Officers are those who have been retired from active service. They are a part of the Regular Army, being subject to the rules and articles of war, for a violation of which they may be court-martialed.

See "Retirement," page 438.

B Retired Enlisted Men are those who have been retired after thirty years' active service either in the Army or the Marine Corps and Army (either as volunteers or regulars). Service in the War of the Rebellion and actual service in Cuba, Porto Rico, and the Philippine Islands counts double in computing the thirty years. Their pay is 75 per cent of the pay they were receiving when retired. They also receive commutation of clothing and subsistence at the rate of \$9.50 per month, and commutation of fuel, light, and quarters at the rate of \$6.25 per month. They are a part of the Regular Army.

C There are two general classes of men in the Army, viz: **Commissioned Officers and Enlisted Men**. The **Enlisted Men** constitute the **Rank and File** as that term is now generally understood.¹

D The Commissioned Officers exercise a certain authority over others, by virtue of a commission issued to them by the President of the United States.

E The Enlisted Men are divided into two general classes: *Privates and Noncommissioned Officers*. Those who exercise no authority, except as may be given them temporarily by an immediate superior, are termed *Privates*; those given warrants by virtue of which they exercise a limited authority are termed *Noncommissioned Officers* and are called *Sergeants and Corporals*. Privates performing the duties of corporal in order to have their capacity tested for such position, are called *Lance Corporals*.²

F The Post Noncommissioned Staff consists of ordnance, post commissary, and post quartermaster sergeants who are appointed by the Secretary of War, after due examination. Supplement, Chap. III, Par. 46.

G The Coast Artillery Noncommissioned Staff consists of the master electricians, the engineers, the electrician sergeants (1st and

¹Wilhelm's Military Dictionary and Gazetteer and Webster's Unabridged Dictionary, define **RANK** and **FILE**, as, "The body of soldiers constituting the mass of the army, and including corporals and privates. In a more extended sense, it includes sergeants also, excepting the noncommissioned staff." This, however, is not the present usual acceptation of the expression.

²A Lance Corporal is not a noncommissioned officer. (Opinion of the J. A. G., and Secretary of War, July, 1896).

2d class), the sergeants-major (senior and junior grade), the master gunners, and the firemen.

A The Regimental Noncommissioned Staff consists of the Regimental Sergeant-Major, the Regimental Quartermaster-Sergeant, the Regimental Commissary-Sergeant, and two Color-Sergeants, appointed by the Regimental Commander.

B The Battalion Noncommissioned Staff consists of the Battalion Sergeant-Major, appointed by the Regimental Commander upon the recommendation of the Battalion Commander.

In the Engineers and Field Artillery, the **Battalion Noncommissioned Staff** consists of the battalion sergeant-major and the battalion quartermaster-sergeant.

C The officers and enlisted men of the Army are divided into two grand divisions, viz.: **The Staff** and **The Line**.

The clothing, food, transportation, armament, payment, medical attendance, inspection, administration of justice, means of communication, etc., are provided through the Staff, a large portion of the duties in this connection, however, devolving also at times upon officers of the Line.

The Staff consists of the **General Staff Corps** and the departments known as the Adjutant General's, Inspector General's, Judge Advocate General's, Quartermaster's, Subsistence, Medical, Pay, Ordnance, Engineer (called Corps of Engineers), and Signal (called Signal Corps).

Although staff officers are eligible to command according to rank, they shall not assume command of troops unless put on duty under orders which specially so direct, by authority of the President. (A. R.)

Officers of the Pay and Medical Departments can not exercise command except in their own departments. (A. R.) Nor can professors at the U. S. Military Academy exercise command.

D The Line does the active work, such as marching, fighting, campaigning, etc., and consists of the Cavalry, the Field Artillery, the Coast Artillery, the Infantry, and the (three) Battalions of Engineers,¹ which, with the exception of the last named, are called **the Arms of the Service**.

For the organization of **The Line** of the Regular Army, see Supplement, Chap. III, Par. 47.

¹Section 7 of the Act of Congress approved March 2, 1899, provides that the **BATTALIONS OF ENGINEERS** and the officers serving therewith shall constitute a part of the **LINE** of the Army.

A The primary duties of the **Battalions of Engineers**, however, are to construct saps, mines, pontoons, military bridges, etc., and to superintend working parties on military roads and fortifications, etc.

B The **Line** also furnishes garrisons for fortified and unfortified posts and in time of peace is occupied with drills, studies, and other matters which tend to the conservation of the organization, instruction and discipline of the various arms.

C The **Coast Artillery Corps** is charged with the care and use of the fixed and movable elements of land and coast fortifications, including submarine mine defenses.

D The **Field Artillery** is the artillery which accompanies an army in the field and includes light artillery, horse artillery, siege artillery, and mountain artillery.

E The **Coast Artillery** is organized upon a geographical basis. The various organizations of the mobile army, regiment, company, etc., are based upon the number of men or horses which can be controlled under various conditions. However, the **Coast Artillery** tactical organizations are entirely independent of the number of individuals in them and depend upon local defensive conditions and material.

F There are at present (July, 1911) 24 fortified harbors on the United States coast, each of which constitutes an **Artillery District** commanded by an officer known as the **Artillery District Commander**. This officer commands all of the artillery defenses of his district and also the troops of other arms assigned to duty in connection with the fixed defenses. This does not include any part of the mobile army, which may also be assigned to the duty of defending a fortified city from the land side, but it does include what are known as artillery supports assigned to the defense of the immediate rear of the works.

In each harbor there are several forts, in some cases as many as nine. These different forts, however, form no part in the tactical organization of the **Coast Artillery**, as in some cases a single battle command or even fire command extends over several forts, and in other cases there are several battle or fire commands at a single fort. A separate fort usually means that simply a portion of the defenses are separated by water from some other portion.

G The duties of an **Artillery District Commander** are of the character of those of a general officer, and in time of serious war there is

no doubt that all of the large districts would be commanded by artillery officers of that rank. But under present Coast Artillery organization there is no officer of rank higher than a colonel, except the Chief of Coast Artillery, and all of the districts are commanded by colonels or officers of lesser rank.

A An **Artillery District Commander** is assisted in the discharge of his duties by a **District Staff**, consisting of an Adjutant, Quartermaster, Ordnance Officer and Artillery Engineer, who are placed on the "Unassigned list." Each district is allowed by War Department orders a certain number of unassigned officers for district staff duty. If there are not enough unassigned officers to a district, the extra staff officers are appointed from the regular post officers.

B In each district there are one or more **Battle Commands**. The **Battle Commander's** duties are wholly tactical and he is the senior in the chain of purely tactical artillery command. He commands all of the artillery defenses bearing upon a single channel of approach. The **Battle Commander** should be a colonel.

C Each **Battle Command** consists of two or more **Fire Commands** and **Mine Commands**. The **Fire Commander** is usually a major or lieutenant colonel and commands a group of **batteries**. Each of these batteries is commanded by a **Battery Commander**, usually a captain or a lieutenant. The normal battery is commanded by a captain, but batteries of less than four small caliber guns would be the proper command of a lieutenant.

D Coordinate with the fire command is the **Mine Command**. The **Mine Commander** commands the mine fields and the rapid-fire batteries assigned to their defense. In each case the importance of the command, number of guns, etc., determines the proper rank of its commander.

E For administrative purposes the **Coast Artillery Corps** is divided into companies. As a rule each company means a single battery. Each **Battle Commander** has searchlights for searching purposes and most **Fire Commanders** and **Mine Commanders** have separate lights for illuminating the targets which are assigned to them by the **Battle Commander**. Battery commanders have lieutenants in their batteries who perform the duties of **Range Officer** and **Emplacement Officer**; **Fire** and **Mine Commanders** have **Communication Officers**, and **Battle Commanders** have **Communication** and **Searchlight Officers**.

A The **Company** is the smallest constant fundamental unit and is divided into **Squads**, two or three **Squads** forming a **Section** and two **Sections** forming a **Platoon**.

B The term **Company** is used in speaking of the **Infantry**, **Coast Artillery**, and **Engineers**. In the **Field Artillery** this unit is called a **Battery** and in the **Cavalry**, a **Troop**.¹

C The **Battalion**² (called **Squadron** in the **Cavalry**), which is the tactical unit of instruction and is the proper command for a major, consists of four companies.

A **Lieutenant Colonel** may be appropriately assigned to the command of any part of a regiment larger than a battalion, or to the command of a battalion in the absence of its major. (A. R. 247, '10).

D The **Regiment**, which is the administrative unit in the **Cavalry** and **Infantry** and is the proper command for a colonel, consists of three battalions.

E The **Colonel** is assisted in the discharge of his duties by the **Regimental Staff**, which consists of three captains detailed for four years and known as the **Adjutant**, the **Quartermaster**, and **Commissary**.

F Each **Major** is assisted in the discharge of his duties by a **Battalion Adjutant** (a first lieutenant) and a **Battalion Quartermaster and Commissary** (a second lieutenant), who are termed the **Battalion Staff**, and who, with the **Major**, constitute the **Battalion Field and Staff**.

G **Colonels**, **Lieutenant Colonels**, and **Majors**, are called **Field Officers**.³

H The **Field and Staff** of a regiment consists of the colonel and the regimental staff, the lieutenant colonel, and the three majors.

The chaplain and such medical officers as may be on duty with the regiment are carried on the regimental return under the heading of "THE FIELD AND STAFF," and in a broad sense may be considered as forming a part thereof. See **Supplement**, Chap. III, Par. 47, "Regimental Organization—Staff."

I The chaplain and the medical officer or officers on duty with

¹The designation "COMPANY" as used in the Army Regulations applies to troops of cavalry, batteries of field artillery, and companies of infantry and coast artillery, and bands of all arms.

²The designation "BATTALION" as used in the Army Regulations applies to squadrons of cavalry.

³All officers from MAJOR to COLONEL, inclusive, whether of the line of staff corps, are regarded as FIELD OFFICERS. See G. O. 198, '08.

a regiment, are in practice considered staff officers of the Colonel, but the term **Regimental Staff** as used in the Army Regulations means the Adjutant, Quartermaster, and Commissary.

Although the Battalion Adjutants and the Battalion Quartermasters and Commissaries are accounted for on the returns of the Regimental Field and Staff, they form no part of it.

A An **Aide-de-Camp** is an officer detailed as confidential attendant upon a general officer, and who, on occasions, may represent the general officially and socially. The **Aides-de-Camp** of a general officer constitute his **Personal Staff**.

B The senior medical officer on duty at a post is designated **The Surgeon**.

C Physicians employed from civil life under contract with the Surgeon General, to perform the duties required of commissioned medical officers, are termed "**Contract Surgeons**."¹

D The **Veterinarians** are charged with the care and treatment of all sick or injured horses and mules. They also instruct the company farriers in the proper care of horses and in the principles of horseshoeing. They have the pay and allowances of second lieutenants.² **Supplement, Chap. III, Pars. 48 and 51.**

E A **Brigade** consists of two or three regiments of the same or different arms, organized under one command, and is the proper command for a brigadier general.

F A **Division** consists of two or more brigades, usually including several arms of the service, and is the proper command for a major general.

G There are no duties that specially pertain to the grade of **Brigadier General** and **Major General**—their duties are incidental to the command they may have.

¹The eligibility of a contract surgeon for duty is the same as that of a first lieutenant of the Medical Corps, except in so far as it is limited by the fact that he is not a commissioned officer. A contract surgeon is accordingly not eligible for detail on courts-martial, but may prefer charges against enlisted men and may be detailed on councils of administration, and as post treasurer, etc.; he may also witness payments to enlisted men. (A. R.)

²Veterinarians rank next after second lieutenants. They are entitled to receive the customary salute from enlisted men (Circular 18, H. Q. A., 1902). Veterinarians are not eligible for detail on courts-martial, or any other duty which is expressly required by law to be performed by commissioned officers, but they may be detailed as members of councils of administration, and (when no commissioned officer is available) they may serve as exchange officers or post treasurers, and may witness payments to enlisted men (Cir. 30, H. Q. A., 1901).

A An **Army Corps** consists of two or more divisions organized under one command, and is the proper command for a lieutenant general.

The grade of lieutenant general does not exist in our Army at present (1911), major general being the highest grade.

B The territory occupied by the Army of the United States is divided into geographical divisions called **Divisions** and **Departments**, that are commanded by general officers who are assigned thereto by direction of the President.

The commander of a division or of a department commands all the military forces of the Government within its limits, whether of the line or staff, which are not specially excepted from his control by the War Department.

C The geographical division of territory for military purposes includes **Divisions**, **Departments**, **Districts**, and **Sub-Districts**. Divisions are generally commanded by major generals, departments by major generals or brigadier generals, districts by brigadier generals, and sub-districts by colonels or lieutenant colonels.

An **Artillery District**, as a tactical unit, is a subdivision of the coast line, including the personnel assigned to duty in connection with the fixed defenses thereof.

D The **Porto Rico Regiment of Infantry**, consisting of two battalions of four companies each, forms a part of the Regular Army. The field officers, consisting of one lieutenant colonel and two majors, are detailed for four years from regular officers not below the rank of captain. Vacancies in the grade of second lieutenant may be filled by the appointment of citizens of Porto Rico.

The officers have the same rank, pay, rights, and allowances as officers of the same grade in the Regular Army, except with regard to promotion, which is made according to seniority within the regiment.

See Supplement, Chap. III, Par. 51a.

E The **Philippine Scouts** form a part of the Army of the United States, but not of the Regular Army.

The authorized organization of companies, troops, battalions, and squadrons must be the same as in the Regular Army.

The officers are detailed for periods of four years, the majors being appointed from the captains of the line of the Regular Army and the captains from the first lieutenants of the Scouts.

The lieutenants are selected from enlisted men of the Regular Army, from officers or enlisted men of Volunteers who served subsequent to April 21, 1898, and also from natives of the Philippines who by their services and character show fitness for command. **Sup., Chap. III, Par. 52.**

CHAPTER IV

THE MILITIA OF THE UNITED STATES

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

The Militia of the United States consists of every able-bodied male citizen between 18 and 45 years of age, and is divided into—

1 **The Organized Militia**, comprising the regularly enlisted, organized, and uniformed Militia of the various States, Territories and the District of Columbia, known as **The National Guard**, or otherwise.

2 **The Reserve Militia**, comprising all able-bodied male citizens between the ages of 18 and 45 who do not belong to the Organized Militia.

The Vice President of the United States, judicial and executive officers of the Government, Congressmen, postmasters, mail clerks, custom house officers and clerks and certain other classes are exempt from service in the Militia, nor can any member of any well-recognized religious sect or organization at present organized whose creed forbids participation in war and whose religious convictions are against war, be compelled to serve in the Militia or Volunteers of the United States.

Since January 21, 1910, the organization, armament, and discipline of the Organized Militia must be the same as that of the Regular Army. However, any organization that has been in continuous existence since May 8, 1792, having any special customs or usages, will be allowed to retain them, but will be subject to all other duties required of the other Militia.

In case of invasion, threatened invasion, rebellion or inability to enforce the laws of the Union with the regular forces at his command, the President may call forth such of the Militia as he may deem necessary. Only in these cases can the President call out the Militia. The President, however, is the sole judge of the existence of an exigency justifying the calling out of the Militia. The President's orders for calling forth the Militia would be issued through the governors of the States or Territories concerned, and in the case of the Militia of the District of Columbia, through the commanding general thereof.

The President may specify in his call the period for which service is required, either within or without the territory of the United States, provided no officer or enlisted man be held in service beyond the term of his existing commission or enlistment.

Whenever it becomes necessary to raise troops in addition to

the Regular Forces, the Organized Militia shall be called into service in advance of any volunteer forces.

In case of war quotas of the number of men needed would be apportioned amongst the different States according to their respective representative populations, and the War Department would then make requisitions accordingly upon the governors of the States.

When called into the service of the United States only such of the Militia as is deemed physically fit for military service shall be accepted. In such States as have adopted the standard of physical examination for enlistment and reenlistment prescribed by the Secretary of War, the Militia would be considered "fit for military service," and would be accepted without examination.

The officers would not be required to stand a mental examination. Should any officer or enlisted man, upon being called forth for service, refuse or neglect to present himself for muster, he would be courtmartialled.

While in the service of the United States the Militia receive the same pay and allowances as Regulars and are subject to the Rules and Articles of War. However, the majority membership of courts-martial for the trial of officers or enlisted men must be composed of Militia officers.

The annual appropriation made by Congress for the maintenance of the Organized Militia under Section 1661, Revised Statutes, is apportioned amongst the various States according to representation in Congress.

After it shall appear from the reports of the inspections made annually, by officers detailed by the War Department, that the Organized Militia of a State is sufficiently armed, uniformed and equipped for active duty in the field, the Secretary of War is authorized, on requisition of the Governor of the State, to pay to the Quartermaster General thereof, or to such other officer of the Militia of the State as the Governor may designate, so much of the State's allotment as shall be necessary for the payment, subsistence, and transportation of such portion of the said Organized Militia as shall engage in actual field or camp service for instruction. A State's annual allotment may also be used for the promotion of rifle practice, including the acquisition, construction, maintenance, and equipment of shooting galleries and target ranges; for the hiring of horses and draft animals for the use of mounted troops, batteries, and wagons; for forage for the same, and for such other incidental expenses in connection with encampments,

maneuvers, and field instruction, as the Secretary of War may deem necessary. The appropriation is also available for the purpose of supplying arms, uniforms, equipment, materials of war, publications, and such other supplies as are furnished to the Regular Army by any bureau of the War Department.

The annual appropriation made by Congress, under the Act of May 27, 1908 (Section 13 of the Militia Law), is apportioned among the various States according to the organized enlisted strength of the militia as shown by the reports of the inspection made by officers of the Regular Army in the spring of each year under Section 14 of the Militia Law. The amount of this appropriation is specified by the Act of Congress to "not exceed two million dollars in any fiscal year."

This appropriation is to enable the Secretary of War to procure, by purchase or manufacture, and to issue to the Organized Militia under such regulations as he may prescribe such of the United States service uniforms and accessories and such other accouterments, equipments, uniforms, clothing, equipage, and military stores of all kinds required for the Army of the United States as are necessary to arm, uniform, and equip all of the Organized Militia.

Under the authority conferred upon him by Congress, the Secretary of War has decided that the issues to be made from this appropriation shall be limited to articles needed for the equipment of enlisted men for field service.

Upon application of the governors, it is customary for the War Department to detail officers of the Regular Army to attend encampments of the Organized Militia for the purpose of instructing the officers and men.

It is also customary for retired officers of the Army to be detailed for permanent duty with the Organized Militia of the various States.

Upon the request of the governors of the several States and Territories concerned, officers of the active list of the Army may be assigned to duty as inspectors and instructors of the Organized Militia in numbers not to exceed one to each regiment and separate battalion of infantry or its equivalent of other troops. (G. O. 33 March 11, 1911.)

According to the present (July, 1911) policy of the War Department, one officer will be detailed with the Militia of every State and Territory, the detail to last two years and be subject, upon the request of the governor, to renewal for two years more. The officers so

detailed extend from the grade of first lieutenant to that of colonel. In addition to these officers, a number of officers on the retired list are also detailed for duty with the Organized Militia.

Whenever Army maneuvers, camps of instruction or coast defense exercises are held for the Regulars, the War Department always invites a certain part of the Organized Militia to participate. The Militia so participating receives the same pay, subsistence, and transportation as the Regulars, but they are not considered as being in the service of the United States and consequently are not subject to the Articles of War.

The law prescribes that each State or Territory furnished with material of war under the provisions of the Militia Law, shall have required, during the calendar year next preceding each annual allotment of funds, that every company, troop, and battery of its Organized Militia not excused by the governor, should during the year: (1) Participate in practice marches or go into camp of instruction for at least 5 consecutive days; (2) Assemble for drill and instruction or for target practice not less than 24 times; (3) Be inspected by an officer of the Organized Militia or the Regular Army.

A . Upon the recommendation of the governors, officers of the Organized Militia may be authorized by the War Department to attend and pursue the regular course of instruction at garrison schools for officers; the Army School of the Line, the Signal School, and the Army Staff College, Fort Leavenworth, Kans.; the Coast Artillery School, Fort Monroe, Va.; and the Army Medical School, Washington, D. C.

Before entering these schools they must stand a physical examination and also the mental examination prescribed by the War Department.

They must also be between 21 and 35 years of age and of sound health, good moral character, and must have belonged to the Organized Militia at least one year.

Furthermore, they must wear their uniforms and sign an agreement to attend and pursue the prescribed course of study and conform to the rules and regulations of the school.

While attending these schools they receive the same travel allowances and commutation of quarters as officers of the Regular Army and commutation of subsistence at the rate of \$1 per day.

CHAPTER V

RELATION OF THE MILITARY TO THE CIVIL

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

In times of peace officers frequently live and perform their duties in places and under circumstances which require that they shall be familiar with the laws governing their official conduct in relation to the civil communities by which they are surrounded.

The principle that military authority is subordinate to the civil may be taken as a reminder of the fact that an officer or soldier in taking upon himself the additional responsibilities and obligations of the military profession, can not thereby divest himself of his civil responsibilities as a citizen. See 408A.

While the military state is fully governed by its own code, those living in that state are not thereby relieved of civil responsibility for their civil acts.

"From the nature and source of their respective jurisdictions civil and military courts can never have concurrent jurisdiction in the strict sense of the term. The same act or omission, however, may give rise to both a military and a civil trial, but the offense in each case is distinct and separate, one having been created by the Articles of War and the other by the common law, or by statute in the state or district within whose territorial limits it was committed."—(Davis' Mil. Law, p. 43.)

Thus, an officer kills another officer and is tried and acquitted by a civil court, he may still be tried by a military court, not for the actual killing, but for a violation of one or more of the Articles of War, as, for instance, the 21st or the

61st, or 62d, or any other which may have been violated in the actions which led to the homicide. So, also, a soldier might be tried by a police judge for drunkenness and disorderly conduct in a city, having committed a breach of municipal law, and again be tried by court-martial for absence without leave, or conduct to the prejudice of good order and military discipline. The difference between these offenses committed is well illustrated by the fact that one item under the Executive order limiting punishments provides a limit of punishment for a man tried under the 62d Article of War, where drunkenness and disorderly conduct have caused the offender's arrest and conviction by the civil authorities at a place within ten miles of his station.

NOTE. In the case of *Homer E. Grafton v. The United States*, on appeal to the Supreme Court of the United States from the Supreme Court of the Philippine Islands, the court has held, notwithstanding the general doctrine heretofore obtaining in regard to the question of dual jeopardy where officers or soldiers have been tried by civil as well as military courts, that a man could not lawfully be tried for the same offense by two courts of the same sovereignty. In other words, that a soldier tried for homicide by a military court under the 62d Article of War could not be again placed on trial by a court of the Philippine Islands for the same offense, the courts of the Philippine Islands deriving their sole jurisdiction from the sovereignty of the United States. This same rule would be applicable where a soldier tried by a court-martial was again tried for the same offense by a United States court. However, in its opinion the Supreme Court said:

"It may be difficult at times to determine whether the offense for which an officer or soldier is being tried is, in every substantial respect, the same offense for which he had been previously tried."

It is therefore, of course, impossible to lay down any rule for the determination of the question at this time, but it suggests the extreme importance of attaching military jurisdiction where an offense has been committed, before the civil jurisdiction can take over the case; and all military officers having authority in the premises should be careful, where an offense has been committed by a soldier to at once prefer charges and thus originate military jurisdiction, subject to the later consideration of the case, perhaps, by the civil courts.

The Grafton case was published in full in Cir. 43, W. D., 1907.

It is not within the scope of this article to enter into a minute discussion of the various matters which will be touched upon, and officers should consult and study, as part of their professional education, the very able treatises on the relations

of the military to the civil, to be found in Davis's Military Law and Winthrop's Military Law and Precedents and Digest of Opinions of the Judge Advocate General. From the last-mentioned work all quotations in this article not otherwise credited are taken.

Our subject will be considered under the following heads:

- I. THE USE OF THE ARMY IN AID OF THE CIVIL POWER.
- II. MILITARY RESERVATIONS.
- III. CIVIL JURISDICTION ON A MILITARY RESERVATION.
- IV. THE WRIT OF HABEAS CORPUS.
- V. THE 59TH ARTICLE OF WAR.
- VI. TAXATION.
- VII. CITIZENSHIP.
- VIII. RESIDENCE AND DOMICILE.
- IX. VOTING.

I.

THE USE OF THE ARMY IN AID OF THE CIVIL POWER

While any citizen, as such (and this includes military persons), may seek to quell a disturbance or a riot, and assist in preserving the peace, or in the arrest of one committing a crime in their presence, no officer or soldier in his military capacity, may do so excepting on a military reservation, or where the offenders are military persons, otherwise than as provided in the Army Regulations (Paragraph 493-8, '10). Should conditions arise requiring prompt action as provided for in Paragraph 496, A. R., '10, the officer on whom the responsibility rests should very carefully consider the facts of the case, and be certain that he is acting in accordance with the regulations referred to.

The military forces of the United States can not be used as a *posse comitatus*, nor can they be used, except by the authority of the President, for the maintenance of order in a State or for the upholding of the State laws. Where the interests of the United States are not involved, the military may not take action, except under orders originating with the President. This can not be better expressed than in the following quotation: "In case of civil disturbance in violation of the laws of a State, a military commander can not *volunteer* to intervene

with his command without incurring a personal responsibility for his acts. In the absence of the requisite orders he may not even march or array his command for the purpose of exerting a moral effect, or any effect *in terrorem*; such a demonstration, indeed, could only compromise the authority of the United States, while insulting the sovereignty of the state."

(See Davis Mil. Law, Chap. XVIII., Winthrop's Mil. Law and Prec., pp. 1347 *et seq.*, Digest of Op. J. A. G.'s, Sec. 483-493 and Appendix B.)

II.

MILITARY RESERVATIONS

"The Congress shall have power * * * to exercise exclusive legislation, in all cases whatsoever, over such district (not exceeding ten miles square) as may, by cession of particular States, and the acceptance of Congress, become the seat of the Government of the United States, and to exercise like authority over all places purchased by the consent of the Legislature of the State in which the same shall be, for the erection of forts, magazines, arsenals, dock-yards, and other needful buildings * * * ." (Article 1, Section 8. Constitution of the United States.)

Under this section of the Constitution, the exclusive jurisdiction of the United States, for legislation implies jurisdiction, exists over all military reservations which have been purchased with the consent of the State Legislature. This is also the case where the United States has reserved exclusive jurisdiction, over a reservation previously established, in the Act of Admission of a State.

A number of our military reservations, however, have been acquired in other ways. Where this has been the case, the states have generally "ceded jurisdiction" to the United States over the land comprised in the reservation.

The cessions of jurisdiction differ in their terms and in the extent of the jurisdiction reserved by the state. In some cases exclusive jurisdiction is granted; in others, the right to serve criminal and civil process, concurrently with the United States, is reserved. Again, as in Kansas, the right to tax railroads and corporations on the reservation is reserved, and finally there have been cases where general concurrent jurisdiction with that of the United States has been reserved. Where this is the case, it has been held that the cession of jurisdiction was

of no value to the United States. Of course over reservations situated in the Territories, the jurisdiction of the United States is paramount.

Where an officer is in command of a military reservation he should familiarize himself with the circumstances under which the reservation was established, and with the jurisdiction, if any, reserved to a state.

This may be done by consulting the post history, which should be kept at every post, or by consulting the laws of the state in which the post is situated, or by examining a book published by the War Department, entitled "Military Reservations, National Military Parks, and National Cemeteries."

All unauthorized persons coming on a military reservation are trespassers and may be removed, by military force if need be, but the use of force should be no greater than is required to effect the removal. Attention is invited in this connection to Par. 212, A. R., '10.

"A post commander can, in his discretion, exclude all persons other than those belonging to his post from post and reservation grounds, but should he admit everybody, except one individual against whom no charge of wrongdoing existed, such action would be considered an abuse of discretion on the part of the commander."

"Whoever shall go upon any military reservation, army post, fort, or arsenal, for any purpose prohibited by law or military regulation made in pursuance of law, or whoever shall re-enter or be found within any such reservation, post, fort, or arsenal, after having been removed therefrom or ordered not to re-enter by any officer or person in command or charge thereof, shall be fined not more than five hundred dollars, or imprisoned not more than six months, or both." (Sec. 45, Chap. 321, Act of March 4, 1909).

The unlawful cutting or injury of trees on a Government reservation is made penal by United States Statutes. Where on a military reservation persons are found injuring or cutting trees, they should be put off the reservation, and the department commander notified and furnished with such data as may be obtainable as to the identity of the alleged culprits, and with the evidence against them. Where it is found that damage has been done and the perpetrators not caught in the act, every effort should be made to obtain evidence in the case, and the

¹In regulating the servant question at posts, circulars of this tenor have been issued: "Gertrude Smith is hereby prohibited from entering or remaining on the reservation. Should she be employed at any time on the reservation, she will be at once discharged and directed to leave the post."

department commander notified. The removal of felled or fallen trees, or grass, etc., cut on a reservation, by an unauthorized person is a larceny, and the offender may be punished under the statute. (The removal or "asportation" may be technical, such as the placing of the wood or hay upon a wagon.) In cases of this kind, the nearest representative of the U. S. Department of Justice should be notified and furnished with the evidence secured.

Of course, when trespassers are put off a reservation they should not be allowed to take with them any property of the United States.

"Squatters and other trespassers and intruders may, and should be expelled, by military force if necessary, from a military reservation. But persons when they have been suffered to own and occupy buildings on a reservation should be allowed reasonable time to remove them. If not removed after due notice the same should be removed by the military. Material abandoned on a reservation by a trespasser on vacating, may be lawfully utilized by the commander for completing roads, walks, etc."

(See Winthrop's Mil. Law and Prec. pp. 1368-1370. Dig. of Op. J. A. G.'s, see index "Reservations" and "Cession of Jurisdiction.")

III.

CIVIL JURISDICTION ON A MILITARY RESERVATION.

Where the United States has exclusive jurisdiction over a reservation, the state laws do not run and no service of civil or criminal process may be had excepting such as proceeds from the Federal Courts. Where the United States has not exclusive jurisdiction, and no cession of jurisdiction has been made by the state, the laws of such state run on the reservation as they do in all other parts of the state; in this case the service of process must be allowed except where such interference and jurisdiction of the state would destroy or impair the effective use of the reservation for the purpose designed, considering it as an instrumentality for the execution of the powers of the United States Government.

Where the right to serve process has been reserved by a state, such process can only be the result of acts committed outside of the reservation, and obedience will be given by all persons on the reservation to such process. Where it amounts to an arrest of a military person, the commanding officer will permit him to be removed by the civil power, unless at the time he be awaiting trial by a military court

or serving a sentence of the same. In this case the commanding officer will inform the civil authorities of this fact and decline to surrender the prisoner. The civil authorities should receive notice, however, of the expiration of the term of confinement of the soldier in order that they may take such measures after his release to vindicate the law as they see fit.

Where the process takes the form of a writ of subpoena or of a summons to appear before a court, a commander should assist the court by granting permission, if need be, to an officer or soldier, to absent himself from the command in order to comply with the process, or in the case of a prisoner who is needed as a witness, by sending him when he is wanted, under proper guard.

There is no method laid down for the service of civil process on an officer or a soldier. Where such process is to be obeyed the manner of service can not, from a military point of view, be questioned, but much trouble may be avoided if the process server is familiar enough with military requirements to apply in the first place to the commanding officer for guidance or assistance.

"A civilian may legally be arrested without a warrant as well by a military person as by any citizen where he commits a felony, or a crime in breach of the public peace in such person's presence; or where, a felony having been committed, such person has probable cause for believing that the party arrested is the felon. In a case of such an arrest at a military post, the arresting officer or soldier should use no unnecessary violence, should disclose his official character and inform the party of the cause of his arrest, and should deliver him as soon as reasonably practicable to a civil officer authorized to hold and bring him before a court or magistrate for disposition."

Where the crime is committed *on a reservation* by a civilian he should at once be arrested and turned over with a statement of the case to the nearest civil authority, for trial by the Federal courts; he may be held in the guardhouse for only such intervals as may be absolutely necessary.

Where a soldier commits murder (a crime not punishable by court-martial in time of peace) on a military reservation, he may be confined in the guardhouse until, after communication with the nearest United States attorney, he shall be turned over to the civil authorities.

Process in civil suits issuing from the Federal courts and from state courts where such service is permissible, must be accepted and

obeyed by the military on a military reservation as it would be elsewhere. Any defense there may be should be submitted to the civil courts.

(See Winthrop's Mil. Law and Prec., pp. 1402-1405. Dig. of Op. J. A. G.'s, see index "Reservations.")

IV.

THE WRIT OF HABEAS CORPUS.

A writ directed to the person detaining another, and commanding him to produce the body of the prisoner at a certain time and place, with the day and cause of his caption and detention, to do, submit to, and receive whatsoever the court or judge awarding the writ shall consider in that behalf. This writ has many variations and issues for a number of purposes. We are only concerned with the case where the writ is issued to an officer and affects the body of one lawfully held by military authority. In all cases where the writ is served, the officer to whom it is addressed will make a respectful return. If the writ issues from a Federal court or judge, return will be made and the person held produced at the time and place required. If the writ issues from a state court or judge, the person will not be produced, but return will be made giving the reason for not complying with the writ. As the question is fully treated in the Manual for Courts-Martial, and forms for the returns given, it is unnecessary to go more deeply into the matter in this article.

(Davis' Mil. Law, Chap. XVII. Winthrop's Mil. Law and Prec., see index "Habeas Corpus." Dig. of Op. J. A. G.'s, see index "Habeas Corpus.")

V.

THE 59th ARTICLE OF WAR.

"When any officer or soldier is accused of a capital crime, or of any offense against the person or property of any citizen of any of the United States, which is punishable by the laws of the land, the commanding officer, and the officers of the regiment, troop, battery, company or detachment to which the person so accused belongs, are required, except in time of war, upon application duly made by or in behalf of the party injured, to use their utmost endeavors to deliver him over to the civil magistrate, and to aid the officers of justice in apprehending and securing him, in order to bring him to trial. If, upon such application, any officer refuses or willfully neglects, except in time of war, to deliver over such accused person to the civil magistrates, or to aid the officers of justice in apprehending him, he shall be dismissed from the service."—59th A. W.

The provisions of this Article are only applicable in time of peace. It will be observed that the offense must be against the *person* or *prop-*

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erty of an individual, and has been held not applicable in a case of violation of a statute, such as introducing liquor into the Indian country.

"The commanding officer, before surrendering the party, is entitled to require that the 'application' shall be sufficiently specific to identify the accused and to show that he is charged with a particular crime or offense which is within the class described in the Article. It has been further held that without a compliance with these requirements, the commanding officer can not properly surrender nor the civil authorities arrest, within a military command, an accused officer or soldier. Where it is doubtful whether the application is made in good faith and in the interests of law and justice, the commander may demand that the application be especially explicit and be sworn to; and in general the preferable, and indeed only satisfactory course will be to require the production, if practicable, of a due and formal warrant or writ for the arrest of the party. The application required by the Article should be made in a case where the crime was committed by the party *before* he entered the military service equally as when it was committed by him while in the service.

The Article does not apply to offenses committed on land where the United States has exclusive (excepting that the service of process may have been reserved) jurisdiction. In cases where the military courts have concurrent jurisdiction, the requirements of the Article will not obtain if "the military jurisdiction has already duly attached (by means of arrest or service of charges with a view to trial) in which case the prisoner may be surrendered or not as the proper authority may determine." The ordinances or by-laws of a city or town are a part of the "laws of the land" within the meaning of this Article. Where the commander has reason to believe that to deliver the accused to the civil authority would result in his being exposed to mob violence, he can only seek refuge in the supposition that the demand is not made in good faith and require all the formalities. It is a case for the use of common sense and firmness.

An officer or soldier accused, though he may be willing and may desire to surrender himself, should not in general be permitted to do so, but should be required to await a formal application. The United States is entitled to the service of its officers and men and in the absence of the formal application there is no authority which warrants this service being avoided by the voluntary act of the accused.

(See Davis' Mil. Law, pp. 456-461. Winthrop's Mil. Law and Prec., pp. 1071-1081. Dig. of Op. J. A. G.'s, secs. 94-105.)

VI.

TAXATION.

"An officer or soldier of the Army, though not taxable officially, may be and often is taxable personally. He is not taxable by a state for his pay, or for the arms, instruments, uniform clothing, or other property pertaining to his military office or capacity, but as to household furniture and other personal property, not military, he is (except where stationed at a place under the exclusive jurisdiction of the United States) equally subject with other residents or inhabitants to taxation under the local law." On the other hand, those who are exempt from taxation as dwelling in places under the exclusive jurisdiction of the United States are *not entitled* to enjoy any of the privileges of the citizens of the state such as the privilege of voting, or the use of the public schools, etc.

(See Winthrop's Mil. Law and Prec., pp. 1401-1407. Dig. of Op. of J. A. G.'s, see index "Tax.")

VII.

CITIZENSHIP.

An officer or a soldier does not lose his citizenship by entering the Army. However, he subjects himself to trial without jury for any military offense committed in the service, and he may forfeit the privilege of voting, depending on the state law of his domicile. He also surrenders for the time being, as far as the military service may require, his rights of personal liberty.

VIII.

RESIDENCE AND DOMICILE.¹

What is meant by the "residence" of a person in the military service depends entirely upon the kind of residence contemplated—whether it be "residence" for voting, for divorce, for process, for homestead rights, for school privileges, for taxation, for questions of probate, etc.—and in every case the question must be determined by local law. Whether, for instance, an officer or a soldier stationed at Fort Leavenworth, Kansas, is a legal resident of Kansas for any of the purposes stated, or for any other particular purpose, depends on the laws of the State of Kansas.

¹"Legal residence" and "Domicile" are practically synonymous. "Residence" is generally used in the sense of "Legal residence."

The "domicile" of an officer or soldier who entered the service at or after majority, is the same as the one he had when he entered the Army, provided, of course, he has not in the meantime changed it.

The "domicile" of an officer or soldier who entered the service as an unemancipated minor is the same as that of his parent when the officer or soldier became of age, wherever the parent may at that particular time have been domiciled.

The general rule of laws is that the domicile of the father establishes the domicile of the child.

A person in the Army can neither gain nor lose domicile by reason of his presence or absence while in the service. Of course, any officer or soldier who wishes to change his domicile may do so, but acquisition of a new domicile must be accomplished by a voluntary and positive act—that is, by taking the proper and appropriate steps to do so, always bearing in mind the fact that the question of domicile is one to be regulated by state and not federal law.

IX.

VOTING.

Officers and soldiers may vote at their domicile, provided the local laws permit them to do so. Whether a military man may vote in the state in which he may be stationed depends, as stated above, on the local law of residence. This is true for voting at federal, state and municipal elections. For instance, an officer or soldier in the Regular Army stationed at Fort Leavenworth, Kans., can not vote in Kansas, even though he be a citizen of that state, because the statutes of Kansas specifically so state.

CHAPTER VI

(See "Post Administration," page 257)

THE POST ADJUTANT

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

DUTIES

A The proper performance of the duty of Adjutant, like the proper performance of any other duty, requires work and attention to business.

The Army Regulations are silent regarding the duties of post adjutant, but the duties prescribed for the regimental adjutant are also incumbent upon the post adjutant in so far as they apply to posts.

He commands the Post Noncommissioned Staff.

The Adjutant is the commanding officer's mouthpiece—through him is the channel of communication with all the officers and enlisted men of the command. Under the direction of the commanding officer he issues all orders, makes all reports and returns, keeps all records and rosters and has charge of all correspondence pertaining to the administration of the post. He is assisted in this work by a Sergeant Major and as many clerks as may be necessary.

He should endeavor at all times to exert the influence belonging to his station in sustaining the reputation, discipline, and harmony of the command.

B It is really a part of an Adjutant's duty to be pleasant and agreeable and to do all in his power to promote the contentment of the command—it is a part of his duty to serve the command in every way that he can. By virtue of his position and the various means he has at hand in the way of clerks, printing press, etc., there are many things an Adjutant can do with very little effort, which will contribute to contentment and cordiality, and in effect do a great deal to oil the official machinery of the command, reducing friction and jar to a minimum. For example, if many officers of the command transfer their pay vouchers to certain local banks, he can have the necessary indorsement printed on the pay vouchers; he can also have the pay vouchers of the officers made out every month by the clerks in the Adjutant's office and have official envelopes printed

with the address of the chief paymaster of the department; he can furnish officers absent from the regiment on detached service printed forms for the monthly reports required by Army Regulations to be made to the Adjutant and The Adjutant General of the Army (see page 129), together with official envelopes containing the printed address of the Adjutant and of The Adjutant General of the Army; he can have prepared the mileage vouchers of officers just joining and those returning from mileage trips and have them waiting for the officers, in envelopes addressed to the Chief Paymaster of the Department; he can have forms printed for the reports required by officers going on leave for ten days or more and see that copies are delivered to them a day or two before they leave; he can have delivered to officers just joining copies of the post orders of a general nature (e. g., the orders about school, drills, service calls, etc.).

A Relations with the Commanding Officer. His relations with the commanding officer are close and confidential, and he should give his chief his entire, unqualified support. His loyalty should be absolute, and under no circumstances should he ever, by act or word, criticise the action of the commanding officer, no matter how much he may himself, personally, disapprove of the same. As the relations that the Adjutant bears to the commanding officer are in many respects the same as those that an aide-de-camp bears to his chief, see chapter "Aides-de-Camp," page 248.

B Important. The Adjutant should remember he is not the commanding officer and under no circumstances should he appropriate or appear to appropriate the powers of that officer. However, an officer to whom a certain amount of authority cannot be delegated, and who is not allowed to assume a certain amount of responsibility, is not fit to fill the position of Adjutant and should be relieved at once.

C In cases of delegated authority, e. g., to what extent may the Adjutant send for officers in the name of the commanding officer—there should always be a distinct understanding between the Adjutant and the commanding officer.

In this connection it may be remarked, an officer should never be sent for to come to the office if it can be helped.

Some Adjutants have a habit of sending for officers in a most promiscuous way, to the annoyance, inconvenience, and loss of time of the latter.

Very often the sending of a brief note will obviate the necessity of an officer's reporting at the **Adjutant's** office.

A Whenever officers are sent for by the **Adjutant** he should always be extremely careful to say (through the orderly), for instance, "*The Adjutant presents his compliments and says the commanding officer would like to see Captain Smith in the office as soon as convenient.*"

Of course, all orders, verbal or otherwise, should be given in the name of the commanding officer, even though on routine business which has been delegated to the **Adjutant**.

A violation of this rule will always cause trouble and friction.

B Dress and Bearing. In neatness and correctness of dress and in soldierly bearing, he should be faultless, setting an example to the rest of the command. He should cultivate soldierly qualities and amiability, and should be just, pleasant and courteous to everyone, performing his duties with partiality to none and fairness to all.

C He should never talk outside about the official business of the office—this is not only unbusiness-like, undignified and unmilitary, but it is also a betrayal of official confidence which almost invariably leads to pernicious results. Nor should he ever criticise the conduct of other officers.

D As the **Adjutant** occupies an office which is regarded in the service as representing accuracy, method, and precision, and as he is often required to call the attention of officers to the violation of, and non-compliance with, regulations and orders, he can not himself be too careful and punctilious.

Two of the most essential qualities required in a good **Adjutant** are *tact and common sense*.

E Necessary Knowledge. An efficient **Adjutant** must have a general knowledge of the administrative duties of all the other staff officers and the company commanders, and a special knowledge of his own duties. He must be a close student of the Army Regulations, the Drill Regulations, the Manual of Guard Duty, the Courts-Martial Manual and the manuals of the various staff departments and should read carefully all War Department, Division, and Department orders. Under no circumstances should the **Adjutant** permit any other officer of the command to be better informed than he is in these subjects. Unless the

Adjutant is well posted in the duties of his office, he can not command the respect and enjoy the confidence of his fellow officers. By study, application, and observation he should inform himself upon all points of military usage and etiquette and on proper occasions aid with his advice and experience the subalterns of the command, especially those just joining.

A War Department Orders and Army Regulation paragraphs affecting Adjutants. Sup., Chap. VI, Par. 55.

B The Daily Transaction of Routine Business with the Commanding Officer. About 10 o'clock A. M., the Adjutant presents the Consolidated Morning Report to the commanding officer for signature, after which all papers in the "Commanding Officer" basket (see "The Four-Basket System," page 112A) are submitted, the Adjutant briefly explaining each as it is placed before the commanding officer. No paper should be submitted:

First—Unless the Adjutant has carefully scrutinized the same and has familiarized himself with every paragraph in the Regulations and every order that may be referred to in the communication.

Second—Unless he knows that all orders and Regulations on the subject have been complied with. The safest plan is to look up invariably the Regulations on the subject, and see that all conditions required have been fulfilled, especially regarding allowances, etc., in case of estimates and requisitions.

About 11:30 A. M., or just before the commanding officer leaves the office for the forenoon, the Adjutant should again submit to him all papers that happen to be in the "Commanding Officer" basket.

In case of requisitions, estimates, clothing schedules, etc., see that all dates have been filled in and that the commanding officer's rank has been entered below where he is to sign.

Of course, different commanding officers have different ways of transacting business: ascertain the wishes of your commanding officer and then comply with them.

Some commanding officers, for instance, let their Adjutants open all mail addressed to "The Commanding Officer," and permit them to enter on purely routine papers the usual indorsements, while other commanding officers desire to open their own official mail and write their own indorsements in all cases, or direct the Adjutant

what to write. Again, some commanding officers let their **Adjutants** issue orders of routine nature without first seeing the manuscript, while other commanding officers wish to see the manuscript first or to write the orders themselves.

However, if the proper relations of confidence exist between the commanding officer and the **Adjutant**, it is thought the former should allow the latter as much latitude as possible in matters of this kind, thus not making the **Adjutant** feel that he is merely a clerk.

In matters of this kind, as well as in all others, ascertain the wishes of the commanding officer and then comply with them.

CUSTOMS OF THE SERVICE AFFECTING ADJUTANTS

1 Cheerfulness, harmony, and contentment are important factors in the discipline and efficiency of a command, and the **Adjutant** should do everything possible to promote them. By custom of the service he is regarded as the logical promoter and leader of entertainments, dances, etc.

2 Enlisted men and civilian attachés desiring to speak to the commanding officer, first see the **Adjutant**.

It is also the prevailing custom for officers, except members of the staff, who wish to see the commanding officer at his office, first to address themselves to the **Adjutant**, older officers by usually asking, "Is the commanding officer occupied?", and younger officers, "May I see the commanding officer?"

3 The **Adjutant** wears his saber when placing officers in arrest.

4 Whenever an officer reports for duty, the **Adjutant** usually arranges for his care until he gets settled temporarily or permanently. If the officer has just entered the service, the **Adjutant** should write him a friendly letter before he reports for duty, and in a kindly and diplomatic manner convey to him such information as may relieve him from the embarrassment of uncertainty regarding the custom at that particular post of reporting to the commanding officer for duty, etc., and when the officer arrives, the **Adjutant** or some other officer should meet him at the station. This makes his reporting easier and such courtesies are usually gratefully appreciated.

So, likewise, if soldiers of other commands, especially those of other arms of the service or of the staff corps, are casually at a post,

the **Adjutant** should make it his special business to see that they are properly cared for. Very often there is a tendency to "run it" on casuals, especially if they belong to another branch of the service.

5 Before detailing men on special or extra duty, it is customary to ascertain from their company commander whether there are any military reasons why the details should not be made, and in other cases, unless by roster, orders should not specify individuals by name, e. g., "The Commanding Officer, Co. 'A,' 24th Infantry, will send a detachment consisting of one noncommissioned officer and six privates, etc."

6 Officers not under arms usually remove their caps upon entering the **Adjutant's Office**. This is proper not only because one gentleman should always remove his cap upon entering the office of another, but the **Adjutant's Office** is, in effect, the commanding officer's office.

Regarding officers returning from drills, courts-martial, etc., with side arms, the prevailing custom seems to be for them to remove their caps upon entering the office of the **Adjutant**.

It is not usual for the officer of the day to remove his cap while in the **Adjutant's Office** on business not connected with his duties as officer of the day, although some officers make it a rule to do so. If in the commanding officer's office and the official relations are relaxed, the prevailing custom is to remove the cap.

7 The expression often used in orders to "report to the commanding officer" means to "report to the **Adjutant**," regardless of the relative rank of the officer reporting and the **Adjutant**.

8 In case of strange officers coming to a post, the **Adjutant** is by custom the logical person to see that they are properly entertained and looked after.

An inspector general is usually met at the station by the **Adjutant** or some other officer, and a private reports to him as orderly. For reception of general officers and other distinguished officials, see page 287A.

9 When an officer of the command is appointed brigadier general, a sergeant (in some regiments a corporal) is ordered without delay to report to him for duty as orderly as long as he is in the post.

10 When a general officer comes to a post, a sergeant is at once ordered to report to him for duty as orderly.

(In come regiments a sergeant reports as orderly to a major general and a corporal to a brigadier general.)

A BUSINESS ROUTINE OF THE OFFICE

Everything about the **Adjutant's Office** should be indicative of system, order and neatness, and the business of the office should be transacted in a prompt, systematic and business-like manner. The duties of the sergeant major, the clerks, the telephone orderly, the janitor, and all others connected with the office should be clearly defined and every one made to live up to the requirements thereof.

See **Supplement**, Chap. VI, Par. 57.

THE SERGEANT MAJOR

B 1 Under the direction of the **Adjutant** he has immediate charge of all books, records, and papers pertaining to the office.

2 In the clerks' office he is the representative of the **Adjutant** and his orders must be obeyed without question.

3 He will keep the Army Regulations posted and every Monday morning place on the **Adjutant's** desk for signature all books requiring the signature of the **Adjutant** or the commanding officer.

Should either of these officers go on leave or be ordered to a new station, he should see that all books are presented to them for signature before they leave.

4 All orders and communications of a routine nature for organization commanders will be delivered to the first sergeants at First Sergeants' Call. However, communications, etc., of an important nature or requiring action without delay, will be delivered direct to the officer by the orderly and duly signed for.

Orders, circulars, etc., of a routine nature that are to be shown to officers will be sent around before noon. Officers will indicate by writing their initials on back of paper that they have seen same.

5 A receipt will be obtained for all communications delivered to officers, for which purpose a delivery book ruled as follows will be used.

FOR	SUBJECT	WHEN RECEIVED		INITIALS OF RECEIVER
		HOURL	DATE	
Capt. A. Smith, Commissary 24th Inf.	Detail for Officer of the Day, Dec. 9, '03. Com. No. 1219, Par. 9, S. O. 10, c. s. post. G. O. 312, W. D. 1906.	12 00 M.	Dec. 8, '03	A. S.
Lieut. I. C. Jones		1.15 P. M.	Dec. 8, '03	I. C. J.

At some posts all orders, circulars, and communications for organization commanders and for officers, are placed in large heavy envelopes that are kept in pigeon holes labeled with the names of the various organization commanders and officers. Every morning, except Sunday, about 11 o'clock officers' call is sounded, when all officers repair to the Adjutant's office, examine their envelopes and receipt for the contents on an attached slip of paper the size of the envelope and which is ruled as follows:

SUBJECT	RECEIPT		
	DATE	HOURL	SIGNATURE

6 A check will be kept on all communications that are to be returned to or through the office, or that are to be answered. This may be done by means of the Adjutant's "Tickler" (see page 112C) or a memorandum book, ruled as follows:

NUMBER OF COMMUNICATION	TO WHOM	DELIVERED OR MAILED	TO BE RETURNED OR ANSWERED BY	RETURNED OR ANSWERED
100	Capt. Jones	Jan. 5.	Jan. 10	Jan. 8

7 The Sergeant Major will regulate daily all clocks in the office, obtaining the correct time, when practicable, from the Western Union or the Postal Telegraph office.

8 In case of officers casually at post, the dates of arrival and departure will be entered on the Morning Report.

9 The daily maximum and minimum temperature, obtained from the Morning Report of the Hospital Corps Detachment, will be noted on the Morning Report.

10 In case of change in the uniform in which the old guard is to march off, the Sergeant Major will cause the old and new officers of the day to be notified.

11 A record will be kept of all blank forms, pamphlets, etc., sent from the office.

12 Whenever a letter is written, an order published, a communication received or verbal instructions given, requiring future action on the part of the office or some one else to or through the office, a check will be made against such action.

13 Every time the Sergeant Major enters the office of the Adjutant for whatever purpose, he will empty the "Out" basket. (See "Four-Basket System," page 112A.)

14 His bell call is one short ring.

Regarding the duties of Artillery Sergeants Major (senior and junior grades), see Supplement, Chap. VI, Par. 58.

GENERAL

All books, pamphlets, etc., will be plainly marked, "Adjutant's Office," or "Office of Commanding Officer," as the case may be, and no books, pamphlets, maps or records of any description will be taken from the office without the permission of the Adjutant, and in every case the article will be charged against the proper person.

CLERKS

1 All clerks and other persons on duty in the Adjutant's Office are prohibited from furnishing any information whatever on subjects pertaining to the business thereof.

2 The office hours for the clerks will be from 7:30 a. m. to 12 m., and from 1:30 to 5:00 p. m.

All clerks will report promptly at 7:30 a. m. and 1:30 p. m.

In case of emergency the work will be pushed through without regard to hours.

3 Only the necessary office work for that day will be done on Sundays and holidays, and in the absence of work requiring immediate attention, the clerks will be excused on holiday afternoons.

4 No clerk will leave the office without first obtaining permission from the senior noncommissioned officer present, reporting his destination and probable duration of absence.

5 All bells will be answered promptly. In case of the absence of the clerk rung for, the next junior in rank shall answer the call. The bell calls are as follows:

6 Loud talking, whistling, singing and other unnecessary noises are forbidden.

MUSICIAN OF THE GUARD

1 Immediately after marching on guard the musician of the new guard will proceed to the **Adjutant's Office**, reporting to the Adjutant: "Sir, Musician _____, Company, _____, reports as musician of the new guard." After having received his instructions from the Adjutant, he will relieve the musician of the old guard, receiving from him any special instructions that he may have.

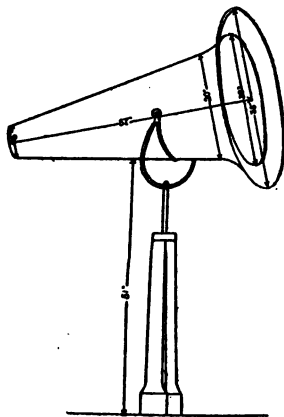
2 After having been relieved by the musician of the new guard, the musician of the old guard will report to the Adjutant, "Sir Musician _____, Company _____, reports having been relieved as musician of the old guard."

3 The musician of the guard will sound the first call for all formations, schools of instruction, etc., except for reveille, as follows:

First: On the parade ground, about fifty yards in front of the **Adjutant's Office**.

Second. At such place or places as those concerned can hear the call.

The Assembly will be sounded about fifty yards in front of the **Adjutant's Office**.



At some posts, all calls are sounded through a megaphone, resting on a vertical, revolving axis.

4 The musician of the guard will remain at the **Adjutant's Office** from the time he marches on *until taps*, and from breakfast until the time he marches off.

5 The sounding of all calls will be regulated by the clock in the **Adjutant's Office**.

6 The bells will be answered promptly and in case the musician of the guard be absent, his bell will be answered by the janitor. In the absence of the janitor, his call will be answered by the musician of the guard.

The musician's call is one long ring; the janitor's one long and one short.

7 All communications will be delivered promptly, and the initials of the receiver obtained in the delivery book, with the hour and date of receipt.

8 Except in urgent cases, communications will not be delivered to officers in the afternoon or at any time while they are at meals.

9 The musician of the guard will at all times wear the uniform of the guard.

10 The instructions of the commanding officer's orderly regarding the receipt and delivery of messages will also be observed by the musician of the guard.

COMMANDING OFFICER'S ORDERLY

1 If necessary, the new orderly will ascertain from the old orderly the correct way of reporting to the commanding officer, which will be done as prescribed in the Manual of Guard Duty.

2 He will report to the commanding officer at his office soon after guard mount.

3 He will receive orders from no one except the commanding officer. (M.G.D.)

4 When ordered to carry a message, he will be careful to deliver it exactly as it was given to him. (M.G.D.) If a message be not understood, he will ask that it be repeated. He will acknowledge the receipt of orders by saying, "*Yes, sir.*"

5 After having delivered a message or returned from an errand, he will always report accordingly to the commanding officer. For

example, *"Sir, the commanding officer's message has been delivered to Captain Smith."*

6 At every mess call, if in attendance on the commanding officer, he will report to him, *"Sir, mess call has sounded."* He will be allowed one hour for each meal.

7 To be relieved at 9 o'clock p. m., he will report to the commanding officer, *"Sir, it is 9 o'clock."*

8 He will sleep in his company quarters, and will report at the commanding officer's quarters at 7 a. m.

9 His call will be one short ring, and when rung for he will enter the commanding officer's office without knocking.

10 He may be granted a pass from 9 o'clock a. m., the day of marching off, to noon the following day. The pass will be made out by the Adjutant and will excuse the soldier from all intervening duties.

11 He will call the attention of his successor to these instructions.

TELEPHONE CLERK

1 The telephone clerk will sleep in the telephone office.

2 He will be in the office from immediately after breakfast until noon, and from 1:00 P. M. until supper.

3 The musician of the guard will remain in the telephone office and answer all calls, from supper until taps. (Between taps and reveille, the main telephone should be connected with the telephone in the guard house, so that the post may be gotten at once any time during the night.)

4 Just before going to dinner, the telephone clerk will report to the sergeant major who will designate one of the clerks to remain in the telephone office until 1 o'clock.

5. In case of going on pass, the telephone clerk will give the sergeant major due notice, to the end that one or more of the clerks may be designated to look after the telephone.

6 All the metal parts of the telephone instruments will be polished and kept bright.

7 All official messages received will be repeated back to the sender, and all messages sent will be repeated back to the telephone clerk.

8 The names of all persons receiving official messages at the other end of the line will be noted on the messages.

9 In case of any trouble with the line or the instruments, the Signal Officer will be notified at once.

10 In case anyone wishes to speak to some member of the garrison, the telephone clerk will fill out a notification slip and turn the same over to the sergeant major for delivery.

[FORM]

TELEPHONE OFFICE

FORT HARRISON, MONT.

Time

Mr.

Telephone No.

wishes to speak to

.....

11 Telephone calls will be answered promptly and all business, official and unofficial, will be transacted with courtesy.

12 Enlisted men are prohibited from smoking in the telephone office.

13 The telephone clerk will leave the office and close the door when the telephone is being used by an officer or a member of an officer's family.

14 His bell call is two short rings.

JANITOR

1 He will look after the furnace and have general charge of the policing of the Administration Building, keeping the offices of the commanding officer, the adjutant, the quartermaster and the sergeant major in a clean and orderly condition.

2 The desks in particular will be kept in a neat and orderly condition, and care will be taken not to misplace any papers that it may be necessary to move.

3 The offices will be in proper condition by 7:30 A. M.

4 The lavatory and water-closet will be thoroughly cleaned daily; special attention being given to the urinals. Brass door knobs, metal parts of urinals, etc., will be kept polished, and the window panes will be kept clean.

5 Great care against accident will be exercised in operating the furnace.

6 The temperature will be noted frequently, and the offices and other rooms will be properly ventilated, lowering the windows from the top.

7 The janitor will go to his meals 30 minutes before mess call.

8 His bell call is one long and one short ring.

PAPER WORK AND CORRESPONDENCE

(See "Paper Work," page 237.)

1 Keep your Army Regulations posted up to date and get into the habit of referring to them whenever there comes up a new matter, or one concerning which the slightest doubt exists, always analyzing the paragraphs involved and taking special care to see that all their requirements are fulfilled. For instance, in the case of an application for appointment as ordnance sergeant see:—

(a) Whether the applicant has served at least eight years in the Army; including four years as a noncommissioned officer.

(b) If he is less than 45 years of age.

(c) That the application is in the applicant's handwriting.

(d) That the application states the length and nature of military service, and for what time and in what organizations service has been rendered as a noncommissioned officer.

(e) That the company commander has indorsed on the application the character of the applicant and his opinion as to his intelligence and fitness for the position.

2 When a communication has been returned through the **Adjutant's Office** to an officer for certain data, analyze carefully *all* indorsements and see that *all* the information called for is furnished before the paper is returned to higher authority.

3 Whenever reference is made to certain paragraphs in the Army Regulations or to certain orders, *invariably* look up the paragraphs or orders referred to.

4 In the case of correspondence with officers under the command of the commanding officer, papers are always signed by the **Adjutant**, and if some such expression as "The Commanding Officer desires," etc., or "I am directed by the Commanding Officer," etc., does not appear in the body of the communication, then the letter should end, for ex-

ample, "By order of Major Jones: John A. Smith, 1st Lieut., 1st Infantry, Adjutant.

Communications to superiors or to other post commanders are signed by the commanding officer.

5 In practice, whether communications forwarded, referred or transmitted to civilians, especially the civil authorities, are signed by the commanding officer or the **Adjutant**, depends upon circumstances. In case of ordinary inquiries, etc., from civilians, the **Adjutant** usually signs the answer, omitting "By order," etc. Communications addressed to the civil authorities are generally signed by the commanding officer—answers to clerks or other subordinates being signed by the **Adjutant**, omitting "By order," etc.

Some commanding officers, however, follow the rule of signing all communications addressed to parties not under their command or direction.

A recruiting officer, so far as his rendezvous and party are concerned, exercises command correlative with that of a post commander—consequently, communications forwarded, referred or transmitted to recruiting officers not under the direction of the commanding officer, should be signed by the commanding officer.

For the signature of papers by the regimental adjutant, in the absence of the regimental commander, see **Supplement**, Chap. VI, Par. 58a.

6 While **Adjutant** of the Post of Manila, with a permanent garrison of about two thousand soldiers, the author used rubber stamps extensively and followed with great success the excellent, business-like provisions of G. O. 89, Headquarters Division of the Philippines, 1902: "In referring papers the usual form of indorsement will be omitted, except when special instructions are necessary. For example, a communication indorsed by stamp or in writing, 'To the Quartermaster,' 'To the Surgeon,' 'To the Commanding Officer, Co. —,' etc., preceded by the usual caption, showing source from which it emanates or comes, and date, is a sufficient indication, direction and authority without signature, for action by the officer to whom it is referred, the presumption being that it would not be sent to him unless the subject matter was within his knowledge and he is able to promote the inquiry, furnish the information or explain the facts indicated by the character and context of the communication. When reference is merely for the purpose of giving information, 'the paper to be returned,' the notation will be framed ac-

cordingly and the paper may be 'Returned, contents noted,' without signature, the office stamp or caption being presumptive evidence that the communication has been seen by the proper officer."

By following this system in all routine indorsements of transmission, return, etc., the clerical work of an office can be greatly reduced and simplified. Instead of saying, for example, "Respectfully forwarded to the commanding officer, 24th Infantry, for transmission to the Commanding Officer, Co. "A," 24th Infantry. By order of Colonel McKibbin: Jas. A. Moss, Adjutant, 24th Infantry. Adjutant," (31 words), say "To the Commanding Officer, 24th Infantry, for transmission" (8 words), using two rubber stamps—"To the Commanding Officer, 24th Infantry" and "for transmission." Have rubber stamps reading "for remark," "for necessary action," "to note and return."

However, whenever special instructions are to be given, the indorsement should be signed "By order," etc.

7 Great caution should be exercised in using disciplinary language in communications addressed to officers not under the jurisdiction of the commanding officer.

8 It is not necessary to return by formal indorsement all reports, returns, and other communications that may be received with errors, or incomplete.

The Adjutant may return the papers informally to the officers concerned, in person, or by means of an attached memorandum. Not only does this save the Adjutant's office and also the officer concerned useless paper work, but it also expedites the transaction of business.

THE CORRESPONDENCE BOOK

The Correspondence Book is the book used by all administrative units and officers below department headquarters¹ for the purpose of making a record of every item of correspondence that should be recorded.

In connection with the Correspondence Book is kept a Document File which contains: 1 The original documents or communications that may be retained, and carbon, letter-press or other copies of all letters, indorsements or telegrams that may be or may have been sent in regard to the same. 2 Copies of all letters, indorsements or telegrams originating in the office.

Whenever a paper is withdrawn from the document file a charge slip should be inserted in its stead, stating briefly by whom withdrawn and the date of withdrawal.

General Remarks. First of all, the printed instructions on the

¹The card-record system is explained in G. O. 92, 1909.

inside front cover of the Correspondence Book should be carefully read and digested and an understanding of the system involved should be acquired.

It should be borne in mind the object of this book is to enable the future seeker for information to obtain it with ease, exactness, and completeness.

Entries in the Correspondence Book. Each entry consists of:

- 1 The serial book number.
- 2 The date of receipt.
- 3 The name of the writer.
- 4 A very brief synopsis of the subject.
- 5 Notation of number of inclosures, if any. (If any inclosures are added, withdrawn or filed in the office, the fact should be stated. In case of very important inclosures, copies should be made and filed.)
- 6 The action taken on the paper.

In recording the names of commanding officers or staff officers only the official, and not the personal name, should be entered. Thus, "The Adjutant General, Dept. of California," not "Major John R. Jones, Adjutant General, Dept. of California."

The synopsis includes the date and place, but the location of Division, Department Headquarters, etc., whose locations are fixed, need not be entered. "HQ Dept Calif," for instance, would be sufficient. The location of a regimental headquarters, however, would be entered, as it is not a fixed place.

A Good briefing is very rare. As a rule, the tendency is to include too much in the synopsis. It is impossible to lay down any exact rule as to what should or should not be included in the synopsis—judgment must be used in deciding, but much can be done by thought and care.

The action always shows the disposition made of the paper and includes the date of reference, transmission, forwarding or return.

No communication should be entered a second time, unless, for special reasons, it should become necessary or desirable to transfer a remote entry to one of current date, or unless additional space should be required to continue the record. If a communication that has already been entered be returned, "Received Back (such date)," and other necessary data should be added to the previous entry. However, should it become necessary to enter the same communication a second time, the second entry should be headed, "Continued from page"

B Indorsements must not be entered in the Correspondence Book, but merely a notation ("Doc.") of fact of entry in the Document File should be made, copies of the indorsements being entered in this file.

To enter in full in the Document File all indorsements on a paper reaching the office, would be a useless cumbering of records and a waste of labor. Only indorsements of an important nature should be entered in full. Common sense and good judgment must be used. For instance, mere routine indorsements of reference that have no material bearing on the case, should not be entered, and, as a rule, even indorsements bearing on the case, can be greatly condensed. Example:

4TH INDORSEMENT

War Department,
Washington, 1 January, 1906.

Respectfully returned to the Commanding General, Dept. of Dakota, approved.
By order of the Secretary of War:

H. P. McCAIN,
Adjutant General.

5TH INDORSEMENT

HEADQUARTERS DEPARTMENT OF DAKOTA,

St. Paul, Minn.,
3 Jan., 1906.

Respectfully transmitted to the Commanding Officer, Fort Missoula, Montana.
By command of Brigadier General Bubb:

ALBERT TODD,
Major and Adjutant General.

6TH INDORSEMENT

POST OF FORT MISSOULA, MONTANA,

6 Jan., 1906.

Respectfully transmitted to the Commanding Officer, Co. "A," 24th Infantry.
By order of Major Smith:

JOHN A. MOORE,
1st Lieutenant, 24th Infantry,
Adjutant.

Simply the following entries would be necessary in the Post Correspondence Book:

Recd back 4 Jan'y '06. Transmitted C O Co "A," 24 Inf 5 Jan'y '06. "Doc."

The following entries in the Document File would be sufficient:
W D 1 Jan'y '06, Appd; HQ D Dak 3 Jan'y '06, Transmtd.

However, copies of indorsements of a material nature should be filed in full in the Document File whether or not they originate in

the office and proper notation of fact of filing made in the Correspondence Book.

A Cross Reference. By cross reference is meant the notation of records so that all other records connected therewith will be indicated sufficiently for reference, each as to all others.

B Annotation is the noting of numbers, dates, memoranda, etc., of other records and other data as to inclosures, action, etc., necessary to a complete chain of reference.

Inclosures to certain indorsements are marked, "Inc. 1, 1st Indt.," "Inc. 1, 2nd Indt.," etc. Every inclosure received with a paper is stamped with the same office mark and number as the paper itself.

If any inclosures are added, withdrawn or filed, the proper notation should be made below the indorsement of the office making the addition, abstraction, or filing.

The office numbers of letters, or of important indorsements received from the AGO, Auditor's Office, Dept. HQ, etc., should be noted.

C Every office should be provided with a rubber stamp for stamping papers with date of receipt and office number. The stamp of an office inferior to that of a department headquarters should be simple in design. The following, for instance, is suggested for a company:

No.	Co. "A" 24th Infty.	Rec'd.
	Received Back.....	

(Actual Size.)

("Received Back," is a separate stamp which is used, of course, only when the paper has been received back.)

These office marks should follow the indorsement made in the company office and not be placed at the top of the first fold or some other conspicuous place, such places being reserved for the AGO Div. HQ, Dept. HQ, etc.

Whenever a paper is received back, "Received back (such date)," is noted at the bottom of the indorsements which sent it out. In case of any inclosures, the "Received Back" notation should show definitely what original inclosures are received back with the paper and also what new inclosures, if any. Thus, "Received Back, 5 Jan.,

'06. Original Inclosures 1 and 3—2 inclosures 1st Indt. and 1 Inc., 2d Indt."

Abbreviations. In order to save labor and space, abbreviations, with periods generally omitted, should be used as much as possible, but proper judgment must be exercised and care taken not to sacrifice clearness to abbreviation. AGO USA—AGO D Dak—Ch Stf P Div—Ch QM Dept Dak—HQ 24 Inf—are correct, because clear. D Cal may be mistaken for D Col and vice versa—hence D Calif and D Colo should be used.

In this as in all other matters pertaining to records, it should be borne in mind that the entries should be *perfectly clear* to those delving into them in the future.

ORDERS¹

Orders are numbered serially beginning with the year or the establishment of a new command. It is customary to note on the first number of a new series the last number of the preceding series. Thus "*G. O. No. 192 is the last of the 1904 series,*" would be noted on the first of the 1905 series.

Whenever a corrected order is issued, the following should be written at the top of every copy, "*Corrected Copy; please destroy copies previously sent.*"

If for any reason a serial number should be skipped—i. e. the order be not issued—it is customary to publish a skeleton order so as to make the file complete. For example, if G. O. No. 52, Headquarters Department of California, should not be issued, the following would be published:

HEADQUARTERS DEPARTMENT OF CALIFORNIA,

SAN FRANCISCO, CALIFORNIA, 12 May, 1906.

GENERAL ORDERS,

No. 52.

NOT ISSUED.

For the general principles regarding orders see the Field Service Regulations. The following are the usual forms of garrison orders:

¹Since Dec. 31, '10, the issue of circulars by the War Department has been discontinued. While the order on the subject, G. O. 231, '10, applies only to the War Department, the Army at large will without doubt gradually follow suit, although the practice of sending out memoranda from post headquarters will doubtless continue, so as not to burden the files of orders with various matters that continually come up in post administration, but are of such a nature that they should not be included in formal orders.

A Assuming Command

FORT MISSOULA, MONT., 1 January, 1906.

**GENERAL ORDERS,
No. 1.**

The undersigned hereby assumes command of Fort Missoula, Montana.

JOHN R. SMITH,

Major, 1st Infantry.

(In case a staff is to be announced, the order would continue, "and announces the following staff:

Adjutant.....
Quartermaster....."
etc.)**B Fourth of July**

FORT MISSOULA, MONT., 3 July, 1905.

**GENERAL ORDERS,
No. 16.**

1. To-morrow, July 4th, being a national holiday, all duty except the guard and necessary police will be suspended.

2 At reveille the band will play national airs and the garrison flag will be hoisted to the top of the flagstaff, during which the national salute of 21 guns will be fired.

3 At 9 o'clock A. M. the command will be paraded in the form of a square and the Declaration of Independence read, after which the band will play "The Star Spangled Banner."

4 At noon the salute to the Union will be fired, consisting of one gun for every state, during which the band will play "America," "Hail Columbia" and other national airs.

By order of MAJOR SMITH:

JAMES A. ROSS,1st Lieutenant, 1st Infantry,
Adjutant.

(For Declaration of Independence, see page 466).

C Fire. There will be fire drill at 3 o'clock P. M. to-day. The band quarters will be the objective.**D** The funeral of the late John Smith, Private Co. "A," 1st Infantry, will take place to-morrow.

1st Call, 9.50 A. M.,

Assembly, ten minutes later.

Uniform.....

The commanding officer Co. "A," 1st Infantry, will furnish the necessary pallbearers and escort and is charged with all other details relating to the funeral.

All officers* and enlisted men not on duty will attend.

The companies will be marched to the hospital by the first sergeants and the sergeant major will then assume command of the battalion.

The flag will be displayed at half-staff from 9.50 A. M. until the remains are taken from the post.

*Sometimes the order reads, "All officers are invited to attend."

See page 294C.

A Inspection. The troops of this command will be paraded for inspection to-morrow, the 2nd instant.

Formation: Battalion, on the general parade.

1st Call, 8.20 A. M.

Assembly, 8.30 A. M.

Uniform¹.....

The inspection will be preceded by a review. Immediately following the inspection, the barracks will be inspected by the commanding officer.

B Memorial Day. To-morrow being Memorial Day, all duty except the guard and necessary fatigue will be suspended.

The command will be formed at 9 o'clock A. M. and marched to the cemetery, where the following exercises will take place:

1 Dirge, by the band.

2 Prayer.

3 "My Country, 'Tis of Thee," by the band.

4 "Nearer, My God, to Thee," by the band, during which the graves will be decorated with flowers.

5 "The Star Spangled Banner," by the band.

6 Benediction.

7 Taps.

Uniform.....

C Muster and Inspection. The troops of this command will be inspected and mustered to-morrow, the 30th instant.

Formation:² Battalion.

1st Call, 8.20 A. M.

Assembly, 8.30 A. M.

Uniform³.....

All enlisted men will attend except the guard, the sick, the overseer of prisoners, the clerks in the adjutant's office, the baker and one cook and one room orderly in every company.

¹In case of Cavalry, add:

Arms.....(Rifle, saber, revolvers).

Saddles.....(Full pack or stripped).

²Or, by companies on their respective parades. The Post Noncommissioned Staff will be mustered in front of the adjutant's office and the Hospital Corps Detachment in front of the hospital.

³In case of Cavalry, see Inspection order.

A Payment. The troops of this command will be paid by Captain Smith, paymaster, at 1 o'clock P. M. to-day, in the following order:

- 1 Hospital Corps Detachment.
- 2 Post Noncommissioned Staff.
- 3 N. C. S. and Band, 24th Infantry.
- 4 Company "B," 24th Infantry.
- 5 Company "A," 24th Infantry.
- 6 Company "C," 24th Infantry.
- 7 Company "D," 24th Infantry.

Uniform.....

B Practice March. 1 The troops of this command, except the band, the Post Noncommissioned Staff and one noncommissioned officer and six privates from each company (to be left as guard) will proceed with ten days' rations at 7 o'clock A. M., 16 August, 1905, on the practice march prescribed by Par. 1, G. O. 2, 1905, Hdqrs. Department of Dakota.

2 The following tentage and field equipage will be allowed:

.....

3 The surgeon, the assistant hospital steward and privates of the Hospital Corps will accompany the command.

4 The following named officers will constitute the staff on the march:

....., Adjutant and Recruiting Officer.
 , Quartermaster and Commissary.
 , Signal Officer, Ordnance Officer and
 Engineer Officer.
 , Surgeon.

5 Captain , Lieutenant , the butcher, the chief baker and the exchange steward will remain at the post.

6 For purposes of messenger service, courier duty, etc., the following-named men, at their own request, will be mounted on bicycles and armed with revolvers:

.....;

etc.

Their blanket rolls will be carried on the wagons.

7 All men to be discharged while the troops are on the march and who do not intend to reenlist will be left behind. Their names will be submitted to this office without delay.

8 The descriptive lists of all men remaining at the post, including those in the hospital, will be submitted to the adjutant not later than noon, August 14.

9 Men remaining behind will be attached to the band for rations. To provide for the better subsistence of the men left behind, it is suggested that company commanders turn over to the adjutant 75 cents for each man.

10 The adjutant, quartermaster, commissary, exchange officer, post treasurer and officer in charge of the post garden will submit to this office without delay the names of the men in their respective departments who should remain at the post.

11 The barracks and premises will be left in a clean and orderly condition, and the noncommissioned officers left behind will be charged with the care and preservation of all property.

A Relief and Appointment of Quartermaster. Lieutenant John A. Smith, 1st Infantry, is relieved as quartermaster and will transfer all records, funds and property pertaining to that office to Captain Samuel Jones, 1st Infantry, who is hereby appointed quartermaster.

B Relinquishing Command. The undersigned hereby relinquishes command of the post of Fort Missoula, Montana.

C Washington's Birthday. To-morrow, the 22d instant, being the Anniversary of the Birth of George Washington, all duty, except the necessary guard and fatigue, will be suspended at this post.

The troops of the command will be paraded at 10 o'clock A. M., when the Declaration of Independence will be read.

First Call, 9.50 A. M.

Assembly, ten minutes later.

Uniform: Habitual.

SPECIAL ORDERS

D Extra Duty. (a) Detail. Private William Jones, Co. "A," 1st Infantry, is detailed on extra duty as teamster in the Quartermaster's Department and will report at once to the quartermaster for duty.

(b) **Relief.** Private William Jones, Co. "A," 1st Infantry, is relieved from extra duty as teamster in the Quartermaster's Department and will report to his company commander for duty.

(c) **Detail and Relief.** Private William Jones, Co. "A," 1st Infantry, is detailed on extra duty as teamster in the Quartermaster's Department, vice Private Samuel King, Co. "B," 1st Infantry, who is relieved.

Private Jones will report without delay to the quartermaster and Private King to his company commander.

(d) **Retroactive.** 1 Artificer Samuel Jones, Co. "A," 1st Infantry, having been employed continuously as mechanic in the Quartermaster's Department since 1 January, 1905, is hereby detailed on extra duty as mechanic in that department, to date from that day.

2 The verbal orders of the commanding officer of 1 January, 1905, detailing Private Samuel Jones, Co. "A," 1st Infantry, on extra duty as butcher in the Subsistence Department, vice Smith, relieved, are hereby confirmed and made of record as of that date.

A Leave of Absence. (a) Leave of absence for three days, effective 3 October, 1905, is granted 1st Lieutenant Paul Jones, 1st Infantry.

(b) Leave of absence for ten days, effective about 3 October, 1905, with permission to apply to the proper authority for an extension of ten days, is granted 1st Lieutenant Paul Jones, 1st Infantry.

B Post Council of Administration. (a) In compliance with Par. 313, A. K., the Post Council of Administration, consisting of Captain H. C. Moon, 24th Infantry, Captain R. O. Beene, 24th Infantry, and Captain N. K. Ross, 24th Infantry, will meet at 10 o'clock A. M. to-morrow, 31 December.

(b) The Post Council of Administration, consisting of, etc., will meet at 10 o'clock A. M. to-morrow, 15 December, to recommend a scale of prices at which tailoring shall be done at this post.

C Remittance of Summary Court Sentence. (a) The unexpired portion of the confinement part of the Summary Court sentence in the case of Private Samuel Jones, Co. "A," 1st Infantry, approved March 4, 1903, is remitted and he will report to his company commander for duty.

(b) The sentence in the case of Artificer Henry W. Page, Co. "C," 24th Infantry, approved 16 October, 1902, being in excess of the maximum punishment allowed by law, one dollar and fifty cents (\$1.50) of the fine imposed is remitted and will be refunded to the soldier on next pay roll of his company.

D Travel. (a) In compliance with authority contained in an indorsement dated Headquarters Department of Dakota, 10 January, 1905, Corporal Charles Pickle, Company "M," 24th Infantry, will proceed to join his company at Fort Missoula, Montana.

The Quartermaster's Department will furnish the necessary transportation and the Subsistence Department the necessary subsistence.

The travel enjoined is necessary in the military service.

(b) Pursuant to telegraphic instructions from The Adjutant General, U. S. Army, under date of 6 September, 1902, Recruit Hans Hansen, Company "I," 22nd Infantry, now at his post, will proceed to Fort Crook, Nebraska, reporting upon arrival to the Commanding Officer at that post.

The Quartermaster's Department will furnish the necessary transportation and the Subsistence Department will furnish in advance commutation of rations for one day at \$1.50 per day, it being impracticable to furnish cooked or travel rations after the first day.

The travel enjoined is necessary in the military service.

(c) Pursuant to instructions from Headquarters Department of Dakota, dated January 10, 1905, Captain John A. Smith, 1st Infantry, will proceed to join his company at Fort Missoula, Montana.

The travel enjoined is necessary in the military service.

E Fire Orders

1 The fire brigade at this post will be composed as follows:

FIRE MARSHAL

.....

THE POST ADJUTANT

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ASSISTANT FIRE MARSHALS

1.
2.

FIRST DETACHMENT

Charged with extinguishing fire.

Four (4) N. C. O.'s and thirty privates Co. "—."

LADDER DETAIL

One (1) N. C. O. and fourteen (14) privates Co. "—."

AXE AND BUCKET DETAIL

One (1) N. C. O. and twelve (12) privates Co. "—."

- 4 Axe men.
- 6 Bucket men.
- 2 Lantern men.

HOSE CARRIAGE No. 1 DETAIL

One (1) N. C. O. and fourteen (14) privates Co. "—."

- 2 Tongue men, who act as nozzle men.
- 8 Drag rope men.
- 2 Hydrant men.
- 2 Couplers.

HOSE CARRIAGE No. 2 DETAIL

One (1) N. C. O. and fourteen (14) privates Co. "—."

- 2 Tongue men, who act as nozzle men.
- 8 Drag rope men.
- 2 Hydrant men.
- 2 Couplers.

SECOND DETACHMENT

(Under the immediate command of Lieut.)

Charged with preventing spread of fire to neighboring buildings.

Six (6) N. C. O.'s and thirty (30) privates Co. "—."

THIRD DETACHMENT

(Under the immediate command of Lieut.)

Charged with the rescue of property from burning or endangered buildings.

Six (6) N. C. O.'s and fifty (50) privates Co. "—."

FIRST AID DETACHMENT

(To report to the Fire Marshal)

Two (2) members of the Hospital Corps, with litter and first aid pouches.

II. The fire marshal is charged with the management of all fires which may occur at his post, and will be respected and obeyed accordingly. He will make a careful inspection of his post at least once a month, with the object of making sure that the following precautionary measures have been carried out:

All chimneys thoroughly cleaned before setting up stoves and starting fires in them for the winter. All flues and pipes examined, to see that woodwork is not exposed, that the stove-pipe apertures have proper thimbles; that proper protection is provided where pipes pass through or into lathed and plastered walls; that walls are protected with tin or zinc where stove-pipes pass near them and that stove-pipe joints are not drawn apart or loosened.

No fire or lights (other than the stable lanterns) allowed in any stables.

No fires in unoccupied buildings.

That the fire apparatus is kept in good order.

In case of the absence of the fire marshal, the senior assistant present will act as fire marshal and in the name of the commanding officer will call upon officers present to act as his assistants.

In the event of the absence of the fire marshal and both assistants, the senior officer present will act as fire marshal and in the name of the commanding officer will call upon officers present to act as his assistants.

III. In case of fire the alarm will be given immediately by the person discovering it; if a sentinel, by discharging his piece and calling "Fire," and adding the number of his post; if not a sentinel, by calling "Fire! Fire!" The musician of the guard will at once sound fire call, which will be taken up by the musicians of the garrison.

The retreat gun will be discharged by the commander of the guard.

The adjutant will report to the commanding officer, the quartermaster will repair to the Q. M. Storehouse; Post N. C. Staff officers to their respective storehouses; sergeant-major and clerks in adjutant's office to post headquarters. The officer of the day will proceed to the guard house and give such instructions as may be necessary. The post plumber, supplied with wrench and plumber tongs, and all field musicians will at once report to the fire marshal.

IV. The fire marshal will be held responsible for the discipline, drill and equipment of the entire fire brigade; he will inspect the fire apparatus once every two weeks, and will have a "Fire Drill" on or about the fifteenth of every month.

V. When fire call is sounded all prisoners who may be at work under sentinels will at once be returned to the guardhouse, and, if fire is not in the immediate vicinity, locked in their cells. If the fire is at the guardhouse, or in immediate vicinity, so that the guardhouse is in danger, all prisoners will be at once taken to the company barracks farthest from the fire and left there under guard. The guard, except one N. C. officer and three privates, will proceed at once to the scene of the fire and report to the fire marshal, who will instruct them as to their duty.

All organizations or portions of same not mentioned above will form at their respective parade grounds and stand at ease.

All organizations at such a time are subject to the orders of the fire marshal.

The Quartermaster's Department will furnish the necessary equipment.

All instructions necessary for the execution of this order not herein specially mentioned will be given by the fire marshal.

VI. The fire apparatus will be kept at the hose house and when the alarm is given, the various details will proceed to that place immediately, obtain their appropriate apparatus, and report to the fire marshal at the fire.

Service and Roll Calls

The following service and roll calls will take effect January 1, 1911:

Reveille

1st Call	5.15 A. M.
Marches followed by reveille	5.30 A. M.
Assembly	5.25 A. M.

THE POST ADJUTANT

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Mess Call (Breakfast) 5.45 A. M.
(Police of barracks and premises immediately after breakfast.)

Sick Call 6.30 A. M.

Drill

(Daily except Saturdays
and Sundays)

1st Call 6.35 A. M.
Assembly 6.45 A. M.
Recall 7.15 A. M.

Setting-up, calisthenic, athletic and gymnastic exercises under the immediate charge of the noncommissioned officers and under the superintendence of 2d Lieutenant 24th Infantry.

Fatigue Call 7.30 A. M.

Guard Mounting

1st Call 7.50 A. M.
Assembly 8.00 A. M.

Drill

1st Call 8.20 A. M.
Assembly 8.30 A. M.

(Daily except Saturdays
and Sundays)

1st Call 9.20 A. M.
Assembly 9.30 A. M.
Recall 10.15 A. M.

Drill

(Mondays, Wednesdays
and Fridays)

1st Call 10.35 A. M.
Assembly 10.45 A. M.
Recall 11.30 A. M.

Recall from Fatigue 11.30 A. M.

Drill

(Tuesdays and Thursdays)

1st Call 10.35 A. M.
Assembly 10.45 A. M.
Recall 11.45 A. M.

All company officers, except the Officer of the Day, will attend the 9.30 and the 10.45 A. M. drills and the parades.

One officer will attend retreat with every company. (See foot note, page 263).

1st Sergeants' Call 12.00 M.

Mess Call (Dinner) 12.15 P. M.

Fatigue Call 1.00 P. M.

CHAPTER VI

Recall from Fatigue	5.00 P. M.
Mess Call (Supper)	5.30 P. M.
Parade, daily except Saturdays and Sundays, 1st Call, 40 minutes before sunset. Assembly, 30 minutes before sunset.*	
Retreat, Saturdays and Sundays.	
1st Call, 15 minutes before sunset. Assembly, 10 minutes later. Retreat at signal from the Adjutant.	
Tattoo	9.30 P. M.
Call to Quarters	10.45 P. M.
Taps	11.00 P. M.
Saturday Inspection	
1st Call	8.20 A. M.
Assembly	8.30 A. M.
Beginning Saturday,, and every alternate Saturday thereafter, Inspection will be in the heavy marching order.	
Guard Mounting on Saturdays, 1st Call immediately after Inspection and Assembly 10 minutes later.	
Fatigue Call on Saturdays, immediately after First Call for Guard Mounting.	
All Extra and Special Duty Men will attend two drills each week and all inspections and ceremonies, unless excused by the commanding officer.	
During the drill hours the company musicians will practice under the direction of the Adjutant.	
Officers' School—Mondays, Wednesdays and Fridays, 1.30 to 2.30 P. M.	
Machine Gun Drill—Mondays, Wednesdays and Fridays, 2.40 to 3.30 P. M.	
Signal Drill—Mondays, Wednesdays and Fridays, 2.40 to 3.30 P. M.	
Non-Commissioned Officers' School (under one of the company officers)—Mondays, Wednesdays and Fridays, 2.40 to 3.30 P. M.	
Church Call—Sundays, Morning Service, 10 A. M. Evening Service, 6:30 P. M.	

*"Paragraph 440, Army Regulations, 1904, construed in connection with paragraph 202, Army Regulations, means that a parade is required to be held daily, except Sundays, unless, in the opinion of the commanding officer, the weather is so inclement, or other conditions are such as to make it impracticable; and that a parade will be held on Sunday, only when, in the opinion of the commanding officer, there is a special necessity for doing so.

"The word 'parade,' as used in paragraph 440, Army Regulations, means the ceremony of parade as prescribed in the authorized drill regulations." (War Dept. Decision, May 26, 1906.)

It may be added, the custom of the service is not to hold parades on Saturdays.

LABOR-SAVING DEVICES AND CONVENIENCES

Not only can much time and labor be saved, but also the work of the office can be greatly simplified and systematized by the use of conveniences in the way of rubber stamps, mimeographs, wire baskets, file cases, pigeon-hole boxes, etc.

A Rubber Stamps. Self-inking stamps (that is, those mounted on metal frames) are considered the most satisfactory, the impressions always being clear, clean-cut, uniform and well aligned. A clerk should be especially charged with keeping the frames oiled, the letters clean and the pads inked.

B Rubber Stamps Usually Used in an Adjutant's Office. (Required for on Form 60, Q. M. D.,—Estimate for Regular Supplies.)

1. **HEADQUARTERS 24TH INFANTRY,**
Fort Harrison, Mont.
Received
2. Respectfully forwarded to the Adjutant
General, Department of Dakota.
3. Respectfully returned to the Adjutant
General, Department of Dakota.
4. Respectfully returned to the Chief
Quartermaster, Department of Dakota.

17 SEPT., 1906
(Dating Stamp)

14. Fort Harrison, Mont.
Received

- | | |
|--|--|
| 5. To the Quartermaster. | 15. Respectfully forwarded to the Chief
Quartermaster, Department of Dakota |
| 6. To the Commissary. | 16. Rec'd back, Hdqrs. 24th Inf. |
| 7. To the Surgeon. | 17.Indorsement,
Fort Harrison, Mont. |
| 8. To the Commanding Officer, Co. "—,"
24th Infantry. | 18. Colonel 24h Infantry,
Commanding. |
| 9. For remark. | 19. Captain and Adjutant, 24th Infantry,
Adjutant. |
| 10. For transmission. | 20. APPROVED. |
| 11. For necessary action. | |
| 12. To note and return. | |
| 13. Indorsement | |

HEADQUARTERS 24TH INFANTRY, 21. DISAPPROVED.
Fort Harrison, Mont.

A The Four-Basket System consists of four ordinary wire or wicker office baskets kept on the Adjutant's desk and marked: "In," "Commanding Officer," "Hold," and "Out."

All mail, pass lists, and other incoming matter are placed in the "In" basket.

All papers requiring office marks, the typewriting of indorsements, or other action in the sergeant major's office, as well as all communications ready for mailing, delivery, etc., are placed in the "Out" basket, which is emptied by the sergeant major from time to time during office hours.

The sergeant major places in the "In" basket all papers requiring the signature of the commanding officer or the Adjutant.

Papers for the signature or other action of the commanding officer are placed in the "Commanding Officer" basket by the Adjutant.

Communications which can not be acted on at once, first have entered upon them the proper office marks and are then placed in the "Hold" basket. The contents of this basket must be examined daily.

Under no circumstances should papers be allowed to lie around loose on the Adjutant's desk—each and every paper should be placed in its proper basket and made fast with a paper weight.

B Memorandum Slips. Whenever the Adjutant thinks of something requiring action, but which can not be done at the time, he should at once note the same on a piece of paper which should be placed in the proper basket. Matters, for instance, concerning which he wishes to speak to the commanding officer at some future hour should be placed in the "Commanding Officer" basket.

It is a very good thing for the Adjutant to get into the habit of devoting two or three minutes each morning immediately after reaching his desk to thinking of, or recalling, things that should be done that day or at some future time and then making out the proper memorandum slips.

C An Adjutant's "Tickler." A card-system "Tickler," designed by the author to be used: *Primarily*, in connection with the prompt

rendition of all reports, returns, estimates and requisitions required of post commanders by Army Regulations and War Department Orders;

Secondarily, as a suspended file, to recall at the proper time things to be done or matters to be considered at any time in the future.

For example:

- | | | |
|---|---|---------------------------------------|
| <p>(a) Periodical and other reports and returns to be rendered to or by the office.</p> <p>(b) Communications that should be returned to or by the office.</p> <p>(c) Information that should be furnished to or by the office.</p> <p>(d) Orders, letters and verbal directions requiring action by the office or by subordinates.</p> | } | <p>By
a
certain
time.</p> |
|---|---|---------------------------------------|

A If, for instance, communication number 100, that should be returned to the office not later than the 20th of the month (November), is mailed Captain John A. Smith, on the 10th, then fill out and file in front of the "20" guide card, a card like this:

Number of Communication	To Whom sent	When	To be returned by	Remarks
100	Capt. John A. Smith	Nov. 10	Nov. 20	

On the morning of the 20th, when the "19" guide card is removed from in front and placed in rear, the check card will show up.

If the communication has not yet been returned, just keep on advancing the filing date of the check card until the paper does return.

An alphabetical list of the names of the persons to whom communications are sent should be kept (preferably by means of cards), with the filing dates of the check cards opposite each name. For instance, after Captain Smith's name would be noted, "November 20." In this manner, should the communication be returned before Nov. 20, by reference to the alphabetical list the filing date can be ascertained at once and the check card found and removed from the file without having to look over the check cards of several dates.

A supply of check cards with proper heading should be printed, mimeographed or hectographed.

See Supplement, Chap. VI, Par. 59.

(ADJUTANT'S TICKLER.)

(Obtainable from the Quartermaster's Dept. See Cir. 9, Q. M. G. O., '10, page 72).

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
<div style="display: flex; justify-content: space-between;"> <div> 1. Officer of the Day detail. 2. Officer of the Guard detail. </div> <div> } Par. 30, M. G. D </div> </div> <p>3. Telegraphic report of enlistments during past week, by Recruiting Officer (<i>usually the Adjutant</i>), to A. G., U. S. A. Telegram A. G. O., March 26, 1903. (Form: <i>Adjutant General, Washington, D. C.</i> Enlistments past week: "A")</p> <p><i>Facing journal, Registry, etc.</i></p> <p>To be submitted only when any enlistments have been made</p>						
<div style="display: flex; justify-content: space-around; font-weight: bold;"> JULYAUGUSTSEPTEMBEROCTOBERNOVEMBERDECEMBER </div> <div style="display: flex; justify-content: space-around; font-weight: bold;"> JANUARYFEBRUARYMARCHAPRILMAYJUNE </div>						
<div style="display: flex; justify-content: space-around; font-size: small;"> 1213141516171819202122232425262728293031 </div> <div style="display: flex; justify-content: space-around; font-size: small;"> 12345678910111213141516 </div>						
January 1						
NATURE		FORM.	AUTHORITY.	REMARKS.		
Requisition for Stationery for Post Hdqrs.		41, Q. M. D.	A. R. 1136.	To Quartermaster.		
Estimate of Clothing and Equipage from Quartermaster.		53, Q. M. D.	A. R. 1287 & 1288, amended by G. O. 82, A. G. O., 1912.	3 copies to Chief Q. M. Dept.		

Printing Press. A printing press purchased from the regimental fund or otherwise, is a great convenience for printing pass lists, blank forms for periodical reports required by post or regimental headquarters, programs of concerts, etc.

A Duplicating Device. In case it be not possible to get a printing press, a good first-class duplicating device can be made to answer the same purpose in most cases. The mimeograph does not always give satisfaction, and the Neostyle is very expensive. An excellent device for duplicating in a small way and economically, is the *Daus Tip Top Duplicator*, made in four sizes and sold by The Felix F. Daus Duplicator Co., 111 John St., New York. Size No. 1, with a printing surface of $8\frac{3}{4}$ by 13 ins., costs \$7.50.

B Typewriter. It goes without saying that now-a-days no office is complete without at least one typewriter, which can usually be obtained from the Quartermaster's Department on memorandum receipt.

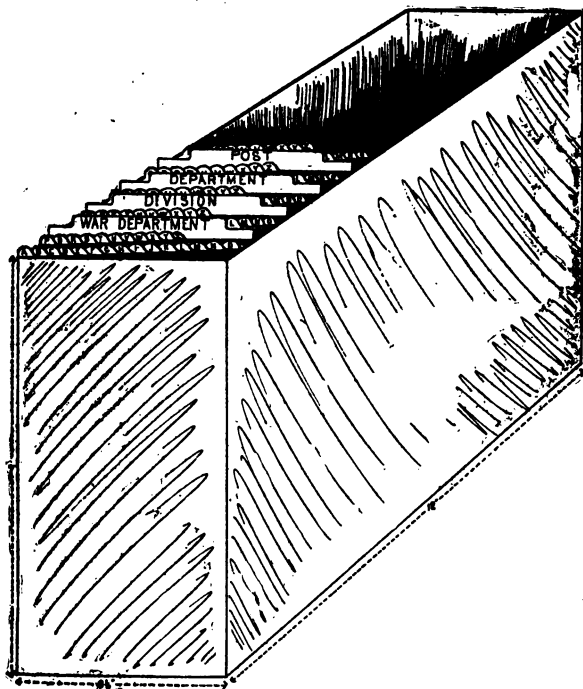
C Electric Bells. (Usually obtainable from the Signal Corps.) The offices of the commanding officer and the Adjutant should be equipped with electric bells, so that the sergeant major, the clerks, orderlies and others can be gotten without having to holler for them. A code of rings should be devised whereby each man shall have an individual call.

D File-Case for Reference Books. A flat file-case, made after the one represented in the following cut, is fastened to the wall, back of the Sergeant-Major's desk.



(Border is made of 1 inch material and partitions $\frac{1}{2}$ inch material; receptacles $2\frac{1}{2}$ inches deep; the rods "A" and "B" extend out $\frac{1}{2}$ inch from face of case; the grooves are 2 inches deep and $1\frac{1}{2}$ inches wide.)

Indices of Current Orders and Circulars. A convenient and satisfactory way of keeping indices of all current orders and circulars is by means of cards, as shown in this cut:



Falcon and Other Files with Alphabetical Indices. Papers frequently referred to are made readily accessible by being filed in Falcon or other files with alphabetical indices, and kept in convenient places.

Pigeon-hole Box. A box with a number of pigeon-holes labeled, for instance, as follows, is a great convenience:

- | | |
|-----------------------|---------------------------------|
| 1 Memorandum Receipts | 7 Personal Orders |
| 2 Receipted Bills | 8 Catalogues, Price Lists, etc. |
| 3 Money Matters | 9 Newspaper Clippings |
| 4 Answered Letters | 10 Memoranda |
| 5 Unanswered Letters | 11 Miscellaneous |
| 6 In Abeyance | |

A Useful Forms. The following forms can be used to great advantage in an Adjutant's Office:

Fort Harrison, Mont.
.....190..

Detail:
For Officer of the Day to-morrow:

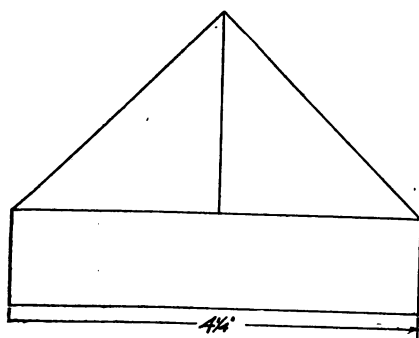
.....24th Infantry,

By order of
1st. Lieut. 24th Infantry, Adjutant.

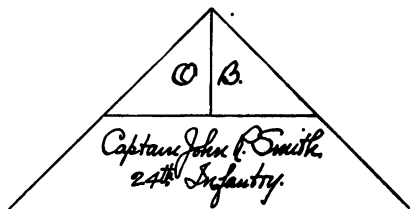
4 1/4"

3 1/8"

Opened



Half Folded



Folded

A

(1)

Fort Harrison, Mont.,

.....1908.

*The Commanding Officer,**Co. " " , " 24th Infantry.**The following absentees were reported on the guard report this date:**Retreat**Eleven p. m. inspection.....**Reveille*

By order of the Commanding Officer:

Captain and Adjutant, 24th Infy.,
Adjutant.

(2)

MEMORANDUM.			
For the Information of Company Commanders.			
NAME.	RANK.	DELINQUENCY.	DATE.
24	24	24	24
Fort Harrison, Montana.		To the Commanding Officer, Co. " " , 24th Infantry.	
..... 1908.		By order of	
1st Lieut. & Batt. Adj. 24th Infy. Adjutant.			

(Used to report absentees from reveille, retreat, 11 p. m. inspection—also for other purposes.)

Fort Harrison, Mont.,

.....1906.

OFFICER OF THE DAY.

Sir:

The commanding officer directs you please send Prisoner.....

.....
to the hospital at 9 A. M. to-morrow for examination.

Very respectfully,

.....
Captain and Adjutant 24th Infantry.
Adjutant.

NOTE: Some officers do not consider it good form to use the word "please" in giving directions, especially if by order of a superior. However, the author, when adjutant and when aide-de-camp, always used the term. It detracts in no way from the force of the orders given and it leaves an agreeable impression of politeness in the mind of the officer addressed, especially if he be senior to the officer giving the order by his chief's authority.

FORT HARRISON, MONT.,

.....1906.

THE SURGEON,

Fort Harrison.

SIR:

The commanding officer directs me to inform you
thatan
alleged deserter from
....., will be sent to the hospital at 9
A. M., to-morrow, for examination under paragraph 124,
A. R.

Very respectfully,

.....
Captain and Adjutant 24th Infantry.
Adjutant.

Fort Harrison, Mont.,

.....1906.

THE OFFICER OF THE DAY:—

The Commanding Officer directs that you please have

Pvt.

Co. " ," 24th Infantry, sent to Summary Court Room at

.....M. to-day.

.....
1st Lieut., 24th Infantry,
Adjutant.

Fort Harrison, Mont.,

.....1906.

COMMANDING OFFICER,

Co. " ," 24th Infantry:—

Private

of your company was this day tried by the Summary Court, and
sentenced to forfeit \$......of his pay, and to be confined at hard
labor under the charge of the Post Guard for days.

He is hereby confined by order of the Commanding Officer.

.....
.....24th Infantry,
Summary Court.

(Form used when the Summary Court has authority to confine soldiers.)

Fort Missoula, Mont.,

.....1908.

THE COMMANDING OFFICER,

Co. " ," 24th Infantry,

The Summary Court having awarded confinement in the case of Private

.....
of your Company, you are directed to confine him.

By order of Colonel Smith:

Captain and Adjutant 24th Infantry,
Adjutant.

(Form used when the Summary Court has not authority to confine soldiers.)

Fort Harrison, Mont.,

.....1906.

OFFICER OF THE DAY:—

Private

Co. " ," 24th Infantry, has been tried and not having been awarded any confinement, the Commanding Officer directs that he be released from the guardhouse and reported to his company for duty.

.....

.....th Infantry,

Summary Court.

(Form used when the Summary Court has authority to release soldiers from confinement.)

Fort Missoula, Mont.,

.....1908.

OFFICER OF THE DAY:—

The Summary Court having awarded no confinement, you will release

Private

Co. " ," 24th Infantry, and have him reported to the 1st Sergeant of his company for duty.

By order of the Commanding Officer:

Captain and Adjutant 24th Infantry.

Adjutant.

(Form used when Summary Court has not authority to release soldiers from confinement.)

CHAPTER VI

1st Sergeant, Co. "C", 24th Inftry.

The following-named men of your company will be sent to the Summary Court at 9 o'clock A. M. to-morrow.

For Trial.	Rank.	Witnesses.	Rank.
24	24	24	24

Fort Harrison, Mont.

1908

Sergeant-Major, 24th Inftry.

FORT HARRISON, MONT.

1908

FIRST SERGEANT,

Company " " 24th Infantry.

attached to your company for rations and quarters.

Last rationed to include..... 1906

Sergeant Major, 24th Infantry.

MEMORANDUM.
TO BE ATTACHED TO THE REQUISITION.
(Requisition for Ordnance Stores
For
Co. " ", 24th Infantry,
Dated.....190.....)

Office of the Comdg. Officer,
Fort Harrison, Mont.,

.....190 .
TO THE ORDNANCE OFFICER.

Fort Harrison, Mont.,
.....190....

Respectfully returned to the
Adjutant, with action noted in
the proper column.

.....24th Inf'y.
Ordnance Officer

3 1/2"

←————— 3 7/8 ins. —————→

POOL SLIP

Date _____ 19__

SIGN NAME, NUMBER OF GAMES, AND AMOUNT
IMMEDIATELY AFTER FINISHING.

Name _____

No. of Games _____ Amount \$ _____

Name _____

No. of Games _____ Amount \$ _____

Name _____

No. of Games _____ Amount \$ _____

Name _____

No. of Games _____ Amount \$ _____

Name _____

No. of Games _____ Amount \$ _____

(To be kept on the wall or in some other convenient place in the pool room. The slips are perforated, as indicated, so that they may be easily torn off and assorted, every man's slips being kept together. The slips are returned upon payment.)

OFFICERS WILL PLEASE SIGN THEIR
INITIALS OPPOSITE THEIR NAMES,
THUS INDICATING THEY HAVE
READ THE PAPER HEREWITH

Major Harris

“ Jones

“ Smith

Captain Adams

“ Barker

etc.

First Lieut. Anderson

“ “ Baxter

etc.

Second Lieut. Allen

“ “ Booze

etc.

8" 3½"

To contain in rank groups and alphabetically arranged the names of all the officers in the Post. This slip is attached to circulars, etc., to be shown to the officers of the command.

Fort Harrison, Montana,

190 .

Rank. Name. Co. " ", 24th Infy.,

owes the amounts indicated and has made satisfactory arrangements for the payment thereof:—

Post Exchange, \$ 2.40 Exchange Officer.

Post Laundry, \$ 0.00 Post Laundryman.

Company Tailor, \$ _____ Company Tailor.

Company Barber, \$ _____ Company Barber.

To the best of my knowledge and belief _____ owes no other laundryman, tailor or barber.

1st Sergt. Co. " ", 24th Infy.

NOTE: This clearance slip must be attached to the Certificate of Discharge before it is submitted to the Commanding Officer for signature.

5 1/2"

Fort Leavenworth, Kansas.....190.. ^

Received from the fund of Troop G, Ninth Cavalry the sum of..... —

..... dollars for 2 1/4"

Voucher No..... ^

< ————— " ————— >

Fort Leavenworth, Kansas.....190.. ^

Paid to the fund of Troop G, Ninth Cavalry the sum of..... —

.....dollars on account of 2 1/4"

Voucher No..... ^

< ————— 7 1/4 " ————— >

(See bottom page 216.)

Fort Harrison, Mont.,

.....191

The Chief Paymaster,

Dept. of Dakota,

St. Paul, Minn.

Sir:

*In compliance with A. R. 1281,
1910, I have the honor to inform you that
I have this day transferred my pay account*

for the month of....., 191

to

Respectfully,

.....24th Infy.

3¼"

(For the convenience of the officers of the command, printed envelopes, addressed to the Chief Paymaster of the department, should be furnished with these blanks.)

THE POST ADJUTANT

129

FORT LEAVENWORTH, KANSAS

....., 190

The Adjutant,
24th Infantry,
Madison Barracks, N. Y.

Sir:

In compliance with paragraph 834, A. R.,
I have the honor to report as follows:

ADDRESS FOR NEXT MONTH:

.....
.....

DUTY:

.....
.....
.....
.....

SICKNESS or INJURY:

.....
.....

Very respectfully,

.....
.....

8 ins.

3¼ ins.

(Slips like this, and also some reading, "The Adjutant General,
U. S. Army, Washington, D. C.," should be printed on the regimental
press, and furnished, with properly printed addressed envelopes, to
officers absent on detached service.)

Fort Harrison, Mont.

.....1908

The Commanding Officer directs that

8½ ins.

*Captain and Adjutant, 24th Inftry.,
Adjutant.*

4 ins.

(Another convenient blank is the same as the above, substituting "Memorandum for" for "The Commanding Officer directs that.")

COMMANDING OFFICERS.**N. C. S. and Band****1st Battalion****2nd Battalion****3rd Battalion****Company****A****B****C**

etc.

Det. H. C.

(To paste on memoranda to be shown to organization commanders.)

FIRST SERGEANTS.**Received for communication to their Company Commanders.****A****B****C**

etc.

Det. H. C.

(To paste on memoranda.)

NOTE: Another useful form is same as the preceding, except "Received for communication, etc." is left off.

Pass List, Co. ⁶⁶, "24th U. S. Infantry.

Fort Harbison, Mont. 190 .

NO.	NAME	RANK	Authorized Absence		Departed.	Returned.	Remarks.
			From	To			
1.	E. H.	S.	S.	S.	S.	S.	E. H.
2.	H. A.						
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							
11.							
12.							
13.							
14.							
15.							

Approved

Granted:

By order of

24th Infantry,
Comd'g Co.

24th Infantry,
Adjutant.

Notes:

1. The names to be arranged alphabetically, non-commissioned officers first.
2. Men on pass are not excused from intervening duties, unless so stated in the column of remarks.
3. This mark (X) after a name, indicates permission to wear civilian clothes.

Pass List.

Clerks in the Adjutant's Office.

Fort Harrison, Mont., 190

NO.	NAME	RANK	Authorized Absence.		Departed.	Returned.	Remarks.
			From	To			
1	<i>P. H.</i>	<i>2nd</i>	<i>2 1/2</i>	<i>2 1/2</i>	<i>2 1/2</i>	<i>2 1/2</i>	<i>2 1/2</i>
2							
3							
4							

By Order of Colonel

Captain 34th Infantry,
Adjutant.

NOTE: This pass does not excuse any one from intervening duties unless so stated in the column of remarks.

Pass List.

Commanding Officer's Orderly.

Fort Harrison, Mont., 190

NAME	RANK	Authorized Absence.		Departed.	Returned.	Remarks.
		From	To			
<i>P. H.</i>	<i>2nd</i>	9 a. m.	Noon.	<i>2 1/2</i>	<i>2 1/2</i>	Excused from all intervening duties.

By Order of Colonel

Captain 24th Infantry,
Adjutant.

Pass List, Hospital Corps, U S Army.

Fort Harrison, Montana, 1901.

No.	Name.	Rank.	Authorized absence		Departed.	Returned.	Remarks.
			From	To			
			2 1/4"	3/4"	3/4"	3/4"	2 1/4"

Approved:

Granted:

By order of Colonel

Capt and Asst. Surg. U. S. A.

Captain 24th Infantry, Adjutant.

NOTE.

Men on Pass are not excused from intervening duties unless so stated in the column of remark.

*Extra and Special Pass List
Co. " " , " 24th Infantry.*

Fort Harrison, Montana, 190

No.	Name	Rank	Authorized Absence		Departed	Returned	Remarks
			From	To			

Granted:

By order of

No objection:

Captain, 24th Infantry,

Quartermaster.

Approved:

Capt. 24th Infy., Comdg. Co. " " .

NOTE. Men on pass are not excused from intervening duties unless it is so stated in the column of remarks.

(Same dimensions as company pass list.)

Extra and Special Duty List.**Company " ", 24th U. S. Infantry.****Extra Duty.**

No.	Name.	Rank.	How Employed.	Authority.
1	2 1/4"	1/2"	2 1/4"	2 1/4"
2	10			
3				
4				
5				
6				

Special Duty.

1				
2				
3				
4				
5				
6				
7				
8				

Fort Harrison, Mont.

Respectfully submitted to the Adjutant.

190

24th Infantry,

Comd'g Company.

(Post Commanders usually require a list of extra and special duty men to be submitted to them weekly—generally every Sunday morning. However, the author considers this practice unnecessary, as all the information conveyed by these lists is already of record in the Adjutant's office, although perhaps in a somewhat different form.)

for the month of _____, 19____

[illegible]

Number of children enrolled	Average daily attendance	Subjects studied	Number of recitations	Names of children whose work has been especially meritorious	Names of children whose work has not been satisfactory
1/2"	1/2"	2"	1/2"	2"	2"

Fort Harrison, Mont.

Respectfully submitted to the Adjutant,

Charge of School

Books of Reference, Maps, etc., to be kept in the Adjutant's Office; Blank Forms to be kept on hand; Reports, Returns, Requisitions, etc., to be made by, to or through the Adjutant. See Supplement, Chap. VII.

CHAPTER VII

THE POST QUARTERMASTER

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

DUTIES

The proper performance of the duty of Quartermaster, like the proper performance of any other duty, requires work and attention to business.

Study carefully and master completely the Quartermaster's Manual and everything in the Army Regulations pertaining to the Quartermaster's Department. Study also Cir. 7, Q. M. G. O., '09, and Cir. 9, Q. M. G. O., '10.

Make it a fundamental principle and an invariable rule, never to issue or loan property of any description without obtaining a receipt for same and never disburse money except for material purchased or services rendered to the government in accordance with lawful authority, which must always be in writing, as a copy must be filed with vouchers, unless the authority emanates from the Quartermaster General's Office.

Unless cash is paid at the time of purchase, supplies should never be sold to officers except on written order, which should be filed and kept until payment is made.

Payments made on the last of the month for supplies purchased during the month, are considered "cash sales."

All property in use in the Quartermaster's Department should be plainly marked, "Q. M. D.," and all tables, chairs and other articles of wood furniture out on memorandum receipt should be branded "Q. M. D."

A Quartermaster should familiarize himself with his property, know exactly where it is, and keep everything in his storehouse systematically.

He should keep his property in good condition, and by making timely requisitions have material and spare parts on hand for making necessary repairs. He should study the needs of the post or command with which he is serving, so that his requisitions will call for just such articles as he needs, and will omit the thousand and one articles that are not needed.

A Quartermaster should keep his mules, harness, wagons, and other field supplies in the very best condition, with the necessary spare parts and repairs for same always on hand.

He should make a daily inspection of the animals, harness, wagons, stables, forage, storehouses, and shops, and a monthly inspection of the wagon train ready to go into the field. Special attention should be paid to the shoes of the animals and the Quartermaster should be able to give directions in common sickness or ordinary injury. He should also make frequent rounds of the post, examining the fences, bridges, roads, ditches, etc.

The wagon train should be drilled in parking, not only in one or more lines, but in a circle, square, to the front, rear, or either flank, so that in case of attack, the train may be quickly placed in a sheltered position, if any is available.

In order to be able to judge of the value of services rendered the Government by civilian employees and others, Quartermasters should endeavor to become familiar with the amount and quality of work done by good mechanics in the various trades, which can be done by personal observation in shops, by inquiry of contractors, the study of books on building and engineering, etc. (Hodgson's "Builders' Guide" gives good information as to carpenters, masons, etc.)

By carefully inspecting all supplies that come under his observation, watching animals feeding, noting their condition, etc., by closely studying specifications, consulting contractors, mechanics, and dealers, a Quartermaster can soon get a general idea of good and bad material, becoming sufficiently familiar with the standard qualities of fuel, forage, straw, lumber, hardware, paints, etc., to act intelligently in the inspection of supplies purchased or otherwise received.

Advantage should be taken of every opportunity to observe and study the construction of temporary buildings of all classes. Lumber, mining and railroad construction camps, and other temporary habitations furnish useful lessons in the construction of animal sheds, mess and bunk houses. Quartermasters should be familiar with the various routes of travel, so as to be able to issue transportation requests and bills of lading correctly. Study the trunk lines of the United States, the railroad guide and distance table, local time tables,

and also make inquiries amongst the local railroad officials. Special attention should be given to the matter of land-grant roads.

Finally, whatever duty a Quartermaster has to do, he should perform to the best of his ability, without fear or favor, having always in view the best interests of the service.

Loss of Funds. The usual and accepted course to be pursued by a Quartermaster, commissary or other disbursing officer, in the event of loss by fire, theft or otherwise, of public funds for which he is accountable, is to promptly make request of the proper authority for the appointment of a surveying officer to investigate and report upon the circumstances of such loss and to make any suggested recommendation. One copy of the report, duly approved by the commanding officer, is then forwarded to The Adjutant General, U. S. Army, with all other available data, with the request that the matter be submitted to the Secretary of War with the view that the necessary steps be taken to secure Congressional relief.

Where funds have been destroyed by fire and the ashes can be collected, it should be done and the same forwarded to the U. S. Treasury for the possible identification and redemption of some portion. If identification should be found possible, a check for the amount so redeemed would be sent the accountable officer.

Rubber Stamps Usually Used in the Quartermaster's Office:

Rubber Stamps Usually Used in the Quartermaster's Office:

(Required for on Form 60. Q. M. D.—Estimate for Regular Supplies.)

1

OFFICE POST QUARTERMASTER,

Fort Harrison, Mont.,

.....190.....

Transportation furnished on this order

for

from

to

Via

(Indorsement on travel orders.)

(Routing nearly always shown on order; required when transportation issued to officers.)

2

(a)

WAR DEPARTMENT*Post of Fort Harrison, Mont.***OFFICIAL BUSINESS.**

(b)

Penalty for private use to
avoid payment of postage \$300
(For penalty envelopes, etc.)

3

(a) **REGULAR SUPPLIES.**(b) **INCIDENTAL EXPENSES.**(c) **Army Transportation.**(p) **BARRACKS AND QUARTERS.**(e) **Shooting Galleries & Ranges.**(f) **Clothing & Equipage.**(g) **Hospitals.**(h) **Military Post Exchanges.**(i) **WATER & SEWERS, MILITARY POSTS.**(j) **Hospital Stewards Quarters**(k) **Roads, Walks, Wharves & Drainage**

(On money papers to show appropriations.)

4

Tariff

(Rate stamp, for bills of lading.)

5

No stop over privileges permitted to
holder of this request.

(On transportation requests.)

6

FORT DES MOINES, IOWA.

7

Item No.

8

Appropriation Fiscal Year 19.....

For use on
Vouchers
A and B

9

Fiscal year ending June 30, 1906.

(On face and brief of cash papers.)

PUBLIC PROPERTY

Q. M. Dept., U. S. A.

(On all Q. M. property, before issue.)

10

OFFICE OF QUARTERMASTER,

RECEIVED.....

ISSUED.....

(Showing dates of receipt and issue of property)

11

*B-L. to Agent Last**Carrier.....190**Shipping office notified**.....190*

(Used on property received book.)

12

Public Property (or U. S. Property.)

(Used on all B-L except shipment of personal effects.)

13

In addition to the above, the stamps shown in Pars. 1, 2, 3, 4, 5, 9 (*a&b*) 11, 14, 16, 17 and 23, beginning page 152, changing "Commissary" to "Quartermaster" wherever necessary.

BLANK FORMS THAT MAY BE USED TO ADVANTAGE.

No.....

FORT LEAVENWORTH, KANSAS,

.....1909.

Post Quartermaster:

Please deliver to quarters No.....

.....lbs. Hard Coal, Furnace

.....lbs. Hard Coal, Egg

.....lbs. Hard Coal, Nut

.....lbs. Soft Coal

.....cord Hard Wood, sawed and split

.....cord Hard Wood, sawed only

.....cord Kindling

.....gallons Mineral Oil

.....

.....

.....

NOTE.—THREE DAYS must be allowed for filling FUEL orders.
2687 lbs. soft coal, or 1700 lbs. hard coal equal ONE cord HARD WOOD.
(For table of allowances, see other side.)

REQUEST

Fort Leavenworth, Kas.,

.....190

To the Quartermaster:

.....

OFFICE of the QUARTERMASTER

.....190

.....
 Referred to:

Quartermaster.

Fort Leavenworth, Kas.,

.....190

Returned to the Quartermaster:

.....

3 1/4 ins.

Fort Leavenworth, Kans.,

.....190....

Received from Post Q. M. the
 following articles, same to be
 added to memorandum receipt
 on file:

6 ins

V

3 1/2 ins

(These forms are intended for use in a very large post).
 Note: These are two different forms.

FORT LAWTON, WASHINGTON

..... 19

Quartermaster:

Please issue to me and charge on
my memorandum receipt the follow-
ing articles or us

Credit Slip.

Quartermaster's Office,
Fort Lawton, Wash.

Sir:

You have this day been credited on
your memorandum receipt as follows:

ins.

*Captain and Quartermaster Third
Infantry, Quartermaster.*

← 3½ ins →

← 3½ ins →

						On Hand.	
1	6	26		51		76	
2	6	27		52		77	
3	6	28		53		78	
4	6	29		54		79	
5		30		55		80	
6	4	31		56		81	
7	6	32		57	34	82	
8		33		58	34	83	
9	12	34		59	34	84	
10		35		60	30	85	
11	2	36		61		86	
12	4	37		62		87	
13	4	38		63		88	
14	5	39		64	16	89	
15	7	40		65		90	
16	4	41		66		91	
17	4	42		67		92	
18	3	43		68		93	
19	5	44		69		94	
20		45		70		95	
21		46		71		96	
22		47		72		97	
23		48		73		98	
24		49		74		99	
25		50		75		100	
On Memorandum.				St.			

Article: Chairs, barrack.

<----- 5 ins. ----->

(A loose leaf file to be kept in connection with the memorandum receipts which are numbered 1, 2, 3, etc., according to the numbers of the buildings in which the articles are. A separate sheet to be kept for each article out on Memo. receipt.)

• (Attach to trunk)•

Q. M. DEP'T.**FORT LAWTON, WASH.**

No.98

(Given to owner)

Q. M. DEP'T.**FORT LAWTON, WASH**

No.98

7½ ins.

<----- 2½ ins. ----->

(Where posts are distant from a city, and the baggage of officers and men has to be delivered at a large station, a baggage check like this, used by agreement with the baggage agent, is a great convenience in checking baggage from post to baggage room.)

5¼ ins.

MEMORANDUM RECEIPT FOR SUPPLIES IN USE.

190..

I acknowledge to have received from the Quartermaster, at.....
the following articles for use of

I am responsible for said supplies and will produce the same when called upon to do so by proper authority.

..... Axes. Hods, coal. Pots, iron with cover.
..... Axes, fire. Hoes, garden. Pots, mustard.
..... Bags, Barrack. Holders, card. Racks, pen.
..... Barrels, ash. Hose, assorted, feet. Ranges, cooking.
..... Bars, Mosquito. Inkstands. Rakes, steel.
..... Baskets, assorted. Inkwells. Refrigerators.
..... Bedsteads, iron, com- Kettles, tea. Salt-cellars.
..... mon.		
..... Blowers, grate. Knives, bread. Saucers.
..... Boats, gravy. Knives, butcher. Saws, meat.
..... Boilers, assorted. Knives, table. Scales and weights.
..... Bowls. Ladders, fire. Screens, door.
..... Bowls, chopping. Ladles, soup. Screens, fire.
..... Bowls, sugar. Lamps, desk. Screens, porch.
..... Boxes, pepper. Lanterns. Screens, window.
..... Brushes, dust. Litters, hand. Scuttles, coal.
..... Buckets, fire. Lockers, box. Sets, carving.
..... Buckets, G. I., as- Lockers, wall. Shades, window.
..... sorted.		
..... Carts, hand. Mats, cuspidor. Sheets, bed.
..... Cases, pillow. Mats, door, cocoa. Shovels, fire.
..... Cases, telescope. Mats, door, wire. Shovels, L. H.
..... Chairs, barrack. Mattresses. Shovels, scoop.
..... Chairs, office. Mills, coffee. Shovels, S. H.
..... Cleaners, flue. Nozzles, hose. Sieves, flour.
..... Cleavers. Openers, can. Skillets.
..... Clocks, office. Padlocks. Skimmers.
..... Corda and Tassels, Pans, bake. Spades.
..... trumpet.		
..... Covers, mattress. Pans, dish. Spittoons.
..... Cots, G. M. Pans, dust. Spoons, basting.
..... Cruets, vinegar. Pans, frying. Spoons, mustard.
..... Cups, sponge. Pans, sauce. Spoons, table.
..... Cups, tea. Paulins. Spoons, tea.
..... Cutters, meat. Pickaxes. Steel, carving.
..... Deaks, field. Pillows. Squares, assorted.
..... Deaks, office, assorted. Pins, tent, large. Stands, fire.
..... Dippers, assorted. Pins, tent, small. Steamers, with covers.
..... Dishes, pickle. Pins, shelter tent. Stools, mess.
..... Dishes, vegetable. Pipe, stove, joints. Stoves, tent.
..... Elbows, stovepipe. Pitchers, syrup. Stoves, heating.
..... Extinguishers, fire. Pitchers, water. Stoves, laundry.
..... Flies, wall tent. Plates, dinner. Tables, assorted.
..... Forks, meat. Plates, meat. Tables, mess.
..... Forks, table. Plates, soup. Tables, office.
..... Graters, assorted. Pokers, fire. Tents, common.
..... Griddles. Poles, ridge wall tent. Tents, conical wall.
..... Guards, spark. Poles, ridge, common Tents, hospital.
 tent.	
..... Hatchets, assorted. Poles, ridge, hospital Tents, shelter halves.
 tent.	
..... Heaters, iron. Poles, shelter tent. Tents, wall.
 Poles, conical wall Tonge, fire.
 tent.	
 Poles, upright wall Tripods, conical wall
 tent. tent.
 Poles, upright com- Trumpets.
 mon tent.	
 Poles, upright hospi- Tumblers.
 tal tent.	
 Pot, coffee.	

No.

(Number of building in which the articles are).

.....

CHAPTER VIII

THE POST COMMISSARY¹

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

DUTIES

The proper performance of the duty of Commissary, like the proper performance of any other duty, requires work and attention to business.

Study carefully and master completely the manual for the Subsistence Department and everything in the Army Regulations pertaining to the Subsistence Department.

Study the Hand Book of Subsistence Stores, which among other things, describes the care and preservation of subsistence stores.

There are two cardinal rules which every Commissary should observe:

1 Take a careful inventory *personally* of stores once every month, as required by Army Regulations.

2 Keep a cash sales book, in which all cash sales are entered daily. Examine this book daily, see that it is correctly kept, and each day receive from the commissary sergeant the cash from sales of the preceding day, and deposit them in the office safe.

He should check all commissary papers personally, and not take the word of the commissary sergeant that they are correct.

A childish confidence in commissary sergeants has caused more than one officer to put his hand in his pocket and pay out good money to satisfy the demands of a heartless auditor.

He should go over all requisitions carefully to see that he does not ask for more of any article than he needs; also to see that he is asking for everything that is really necessary.

¹For the proper method of messing troops traveling by rail, the expenditure of liquid coffee, money, etc., see Supplement, Chap. XXI, "Field Service," Par. 133.

He should try to avoid getting the commissary loaded up with articles for which there is no demand. When he finds he has a lot of supplies for which there is no demand, he should get authority to ship them away.

If serving in the tropics he should be especially careful to see that all stores are protected from dampness and that there is a good current of air in the storerooms. Vinegar barrels should be frequently examined and the hoops kept tight to avoid leakage.

If there are no hydrants, or sufficient fire apparatus at the post, he should be careful to see that fire buckets and barrels filled with water are kept in the storerooms, or in their immediate vicinity, for used in case of fire.

No credit sales should be made to officers except on written orders. (Charge sales slips, Form 60, are used for this purpose).

A Loss of Funds. For action to be taken in case of the loss of public funds, see "Loss of Funds," page 142.

B Books of Reference, Maps, etc., and Blank Forms to be kept on hand, and Reports, Returns, Estimates and Requisitions to be made by the Commissary. See Supplement, Chap. VIII, Pars. 75, 76, 77, 78, 79.

C Rubber Stamps Usually used in the Office of the Commissary. (Required for on Form 50, the stamps desired being described on back of requisition, under "Remarks.")

1.

Office of the Commissary,

Fort Des Moines, Iowa,

(Letterhead)

Indorsement.
OFFICE OF THE COMMISSARY,
Fort Wright, Wash.,

_____, 190

Respectfully

(For indorsements.)

(a)

No.	OFFICE OF THE COMMISSARY, <i>Fort Wright, Wash.,</i>
	Received

(b)

<i>No.</i>
<i>Office of Commissary,</i>
JUN 24 1906
<i>Ft. Des Moines, Iowa.</i>

(On all communications received.)

(a) **THE COMMISSARY.**

(b)

FORT HARRISON, MONT.

(To fill in blanks, etc.)

5

(a)

FEB 1 - 1903

(Dater.)

7

(a)

Fort Harrison, Mont.

.....
Commutation of rations paid
in cash on this order from

.....to.....inclusive

Amount: \$.....

.....
Commissary.

(b) Fact noted on order retained by soldier.

(c) *Commutation of rations paid*
to.....men on this order
..... days from
190 to.....190
both days inclusive, at.....
per day each. Total amount paid
\$..... Paid by.....Paid
....., 190

(d) *Travel rations issued to.....*
men on this order for.....days
from.....190 to.....
.....190 both days inclusive.

Funds for the purchase of liquid
coffee paid to same number of men for
like number of days at 21 cents each per
day. Total amount paid \$.....Paid
by cash. Paid.....190,

(e) *No Subsistence furnished.*

(Indorsements on travel orders.)

8

PAID

(For use on bills, blotters, etc.)

- (a) *Colonel 21st Cavalry,*
Commanding.
- (b) *Captain & Commissary, 11th Cavalry,*
Commissary.
- (d) *Commissary Sergeant*
24th Infantry.
(For signature.)

11

- (a) *Commissary General, U. S. Army,*
Washington, D. C.
- (b) *Chief Commissary,*
Department of Missouri,
Omaha, Nebr.

(Addresses.)

12

- (a) **Currency**
- (b) **Subsistence of the Army 1903.**
(Money Papers.)

13

filed herewith

(Authority.)

14

A TRUE COPY:

(For true copies of orders and other papers.)

15

Duplicate

16

(a) **Carried forward**

(b) **Brot. forward**

(Pass books, etc.)

17

CHIEF COMMISSARY

DEPT. OF DAKOTA.

ST. PAUL - MINN.

18

STORES

(Invoices and receipts of stores.)

19

Property

(Property Papers.)

20

Sub Voucher No......

to

Voucher No......, *Abstract of Disbursements, pertaining to Account Current of 1st Lieut.*
....., *Regt.*
of....., *Commissary, for the month of*....., *190*

(Indorsement on sub-vouchers.)

21

The rate of pay to Civilian Employees does not exceed \$60.00 per month, the circumstances of their service make issue of rations necessary, and the terms of their engagement provide for such issue.

(Remark on abstract of Issues to Civilian Employees.)

22

JUNE 12 1906

(For marking on boxes or packages date of receipt of stores.)

23

In addition to the above, a stamp of the name of the commissary and a set of month stamps, on a band similar to a dater.

CHAPTER IX

THE POST RECRUITING OFFICER

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

The proper performance of the duty of RECRUITING OFFICER, like the proper performance of any other duty, requires work and attention to business.

CORRESPONDENCE WITH DEPARTMENT HEADQUARTERS

In nearly all departments it is customary for the Recruiting Officer to communicate direct with the Adjutant General on matters of a purely recruiting nature. For instance, a man can not be enlisted for an organization at another post without first getting authority from the Adjutant General of the Department, which is done by wire, direct. Thus:

ADJUTANT GENERAL,

Army Building,

St. Paul, Minn.

Authority requested enlistment John A. Morris for Twenty-fourth Infantry.

SMITH,

Recruiting Officer.

The answer would be sent to the post commander, who is the one to issue the necessary transportation order.

Blank Forms to be kept on hand, and Reports and Returns to be made; War Dept. orders and Army Regulation Pars. affecting Recruiting officers. Sup., Chap. IX, Par. 80-1-2.

CHAPTER X

THE POST EXCHANGE OFFICER¹

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

The proper performance of the duty of POST EXCHANGE OFFICER, like the proper performance of any other duty, requires work and attention to business.

Special attention should be paid to the details of stock, accounts, sales, and collections.

The success of an exchange depends on the business instinct of, and the care and intelligence exercised by, the officer in charge, and also upon the absolute honesty of all employees. If dividends are to be declared, the exchange as constituted to-day must be run as a business proposition, pure and simple, on strictly commercial lines. As the officer in charge can not be present at all times, he must be certain that his representative, the exchange steward, is honest, trustworthy, industrious and devoted to making the exchange a success.

The following suggestions are based upon experience in conducting an exchange, both at a frontier post and at one near a city:

A bookkeeper is indispensable if the exchange is a large one with several departments, but the exchange officer should understand thoroughly the system of bookkeeping used.

Exercise great care and pains in the selection and purchase of stock, both as to quality and quantity. Endeavor to find out what will sell before making large purchases. What will sell well at one post will prove to be deadstock at another. It is a safe rule to handle staples and then only the best.

Be careful about not overbuying—seductive offers of slightly reduced prices on “deals” are apt to catch the unwary. However, good deals on nonperishable staple articles are good investments.

Get rid of shelf worn and old stock—“shelf stickers”—at a sacrifice, if necessary. The money received is of more value than the old stock. Mark them down and run them off as “Special.” Sell them at below cost, if necessary, as even 75% of the cost price turned over profitably will pay for the balance lost.

¹ In starting a new exchange it is a good plan for organizations to “buy in” in shares equal to their maximum authorized strength, each share to cost one or more dollars, and the dividends to be declared so much per share.

Do not assume because the exchange is an established thing that everybody knows all about the line of goods handled. Occasional circulars and price lists properly distributed will increase patronage surprisingly.

Require all credit sales to be made on a written order, same to be returned with the bill at the end of the month. This will prevent many unpleasant disputes. Send a bill with every credit sale on delivery. On the market there are duplicating or triplicating devices that permit this without any trouble. The retained bill can be used to enter the charge on the proper books.

Require parties making special orders for things not in stock, to bear expense of return, if found unsatisfactory, as the exchange makes nothing on those orders as a general thing.

Be obliging. If you do not keep an article in stock, let it be known that you operate a mail order department and that you will be glad to handle orders of any kind. The profits on this class of goods may be small but the residents of the post will learn to rely on the exchange.

Get catalogues from well-known concerns of their goods and allow them to be used by customers. Remember that the majority of persons that look through a catalogue see something that they need. You thereby increase your sales.

Arrange the stock neatly. A well-appearing exchange will induce buyers. Sell articles at a less price than in the neighboring stores and market places for you thereby increase your sales in number and value and the stock is turned over quickly.

Keep a private account of all cash received and paid out. A memorandum book, which should be kept with the cash, will do. Balance this book and count your cash daily, if possible. If not, it should be done at least twice a week. Compare the amount shown with the amount called for by the regular cash book. This will save you paying out money to make up losses either due to your or the bookkeeper's failure to record the transaction. Besides it is a good check.

The amount of cash kept in the exchange should be reduced to a minimum. If possible, there should be two safes—one for the steward's exclusive use for till change, jewelry, papers, etc.,—the other for the exclusive use of the **Exchange Officer**, who, alone, should know the combination. The combination of the steward's safe should be in the possession of no one but the steward.

If necessary, write to several **Exchange Officers** for sets of blank forms which they may be using and from these select those which suit your conditions best.

An inventory of stock in the amusement room and restaurant should be taken each night by the steward, as the amount of stock handled is usually small.

Take a careful inventory of all departments on the last of the month and compare same with amount shown on stock book.

Accept deposits of money. Its use will more than offset the trouble of handling it.

Discount all bills that allow same. It is a source of profit and amounts to a good deal in the course of a year.

Study some simple treatise on double-entry bookkeeping unless the same is in operation in the exchange. If the latter is the case, you can easily learn the system by taking some previous month's accounts and studying what is done with the various entries in the journal. The double entry is the best system for an exchange. It permits one to tell at any time what the various departments are doing, and the gain or loss at the end of month.

The following books are usually kept—journal, cash book ledger, stock book, invoice book.

The journal, or day book, contains a record of all the transactions of the exchange, all sales, purchases, cash received and disbursed. From it these transactions are transferred or posted to the ledger or cash book, as the case may be, and as each entry in the former requires two in either of the latter, it is usual to note for reference the pages to which transferred in the latter, in the margin in red ink as follows:

144, the top figure, refers to the debtor.

215, the bottom figure, the creditor.

The page of the journal is noted opposite the entry made in the cash book or ledger.

The cash book contains all transactions where cash is paid out or received. This book should be made so as to have separate columns on both the debtor and creditor sides, for billiards, lunch counter or restaurant, merchandise and deposits and a total column at the end. The sum of the various columns check the total column. This form is suggested as it is a great help in making out the monthly and semi-annual reports. It will have to be ordered made.

The ledger contains the accounts of every person dealing with the exchange, for each department, for bills receivable and bills payable, fixtures, loss and gain, and the capital or stock account. The only kind of bills receivable handled usually by an exchange are the orders issued by the company commanders to the men.

Bills payable are the brass checks issued in exchange for the former.¹ The first is an asset and the latter a liability.

¹Some of the larger Exchanges use a printed, autograph due bill or trade check instead of the brass check, as experience has shown that brass checks are very easily counterfeited. At Fort Riley, Kans., and Fort Leavenworth, Kans., coupon books are used, which, it is claimed, completely preclude all possibility of counterfeiting.

Fixtures include the necessary furniture and articles used in the exchange, such as stoves, safes, show cases, etc. Repairs to buildings are sometimes placed under this head. The fixtures should be reduced in value each month until the value shown on the account is about one-third of the cost, which usually represents what they would bring if sold.

The stock book shows the number of each article on hand at the close of business, together with its cost and selling price.

The form below has been found to be a very good one.

Names of articles alphabetically arranged with price in red ink (2 inches)							(1")
(1 in.)	No.	Lbs.	No.				(Written as required)
Am. Ford.	(1")	(1")					
Sales on 1st							(Block lines)
Balance							
Sales on 2nd							
Balance							
Sales on 31st							
Balance							
Inventory							
Difference							

A loose leaf system similar to the Q. M. property return is a very good form of stock book, as certain articles which are slow sellers will not require new leaves.

When entries of goods received are to be made, make them in red ink on the "balance" line, placing below them the total then shown on hand. The daily sales sheets are entered in this book. Both invoices and sales sheets should have stamped on them date of entry in stock book for any future reference.

Sales sheets show every article sold either for cash, credit checks or credit account. They are made out by the steward, submitted daily to the officer in charge and then after entry in stock book are filed as part of records. Invoices are left on desk file until arrival of shipment; goods are then checked, bill entered in journal and stock book and the invoice then pasted in invoice book, having noted date of payment on it.

Carbon copies should be kept of all letters sent and the answers thereto should be filed therewith. These copies should be filed alphabetically according to the names of the persons or firm addressed.

Letters received can be conveniently pasted in a book similar to invoice book, and *all* receipts should be so kept.

Bank check book should be similar in form to the U. S. Treasury check books with stub showing number, date, for what amount and to whom drawn. Keep an account in some good New York bank as these checks are not ordinarily subject to exchange.

Use the canceled bank checks after they are returned from the bank as vouchers to the cash account, numbering them with the voucher number when issued. If any question arises reference to the account and invoices will show the expenditures. This saves time and the constant worry over receipts. Many business houses do not furnish receipts when payment is made by check and are apt to ignore a request for a receipt,

After inventory is entered in stock book, compare it with the amount shown as on hand. The difference should be more than covered by the excess cash on daily sales sheet. If not, something is wrong. Either a mistake has been made in the entries in stock book or the man in charge of store is not turning in all money received. The stock book is one of the most difficult ones to keep. Insist that it be kept correctly. Require the bookkeeper to take a trial balance on the 10th and 20th of the month in addition to closing books at end of month. Constantly keep posted by examining the books yourself.

In some exchanges a balance statement book is kept in addition to the post exchange council book. The latter will answer for both.

The monthly statement should show the result of the month's work, giving the assets, liabilities, loss or gain, worth of exchange and amount, if any, to be returned to the organizations as dividends. The bills receivable are usually collected by the **Exchange Officer** at the pay table. Arrange them in the order that the men appear on the pay.

roll, and be sure to have sufficient funds for change. If business is good, about \$100 per company will be necessary. Have an assistant call the amount of the orders which should be marked on the upper check with colored pencil so as to be easily seen. Unredeemed checks should be deducted from the dividend. Mistakes are easily made at pay table and hard to correct afterwards. Arrange such checks on the various departments as to convince yourself that all proceeds are turned in; see that the stock book is accurately kept and exercise the greatest care in handling the funds of the exchange.

The **Exchange Officer** should, of course, be thoroughly familiar with the Post Exchange Regulations, and everything in the Army Regulations pertaining to exchange matters.

Reports to be made, War Dept. Orders and Supplement, Chap. X.

CHAPTER XI

THE POST PRISON OFFICER

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

The proper performance of the duty of **PRISON OFFICER**, like the proper performance of any other duty, requires work and attention to business.

It is sometimes customary to make paroled prisoners sign a statement of this tenor:

FORT LEAVENWORTH, KANS.,

May 12, 1909.

In consideration of this parole I will go only to such places as may be necessary in order to do the work assigned to me. I will report back to the guardhouse at recall from fatigue, both in the morning and evening, or when my work is completed, if before recall. I further pledge my word that I will not attempt to escape from confinement.

NAME.....

WITNESS.....

The **Prison Officer** should always be witness to the signing of the parole. The signing of a pledge simplifies and facilitates conviction in case the parole is broken.

In placing a prisoner on parole the **Prison Officer** should explain the nature of a parole and caution the prisoner as to what will constitute breaking it.

Charges under the 62nd Article of War may be preferred against a prisoner for escaping or attempting to escape from the guardhouse or from military custody. (See Digest of Opinions, J. A. G., Sections 159 and 1057.) However, it is not always customary to prefer charges in such cases.

When the guardhouse is inspected on the last of the month, the **Prison Officer** should be present. He should also be present at all other formal inspections.

In forwarding applications from prisoners for clemency, favors, etc., the **Prison Officer** should verify all statements made in such applications.

He should see that no loose pieces of iron, etc., are left in any of the cells.

He should examine daily, by actual test, all window bars and should see that no articles not properly belonging to the guardhouse are allowed to remain in or about the premises.

Paroled prisoners should be given, whenever practicable, the most agreeable work, and they should also be allowed as many privileges as possible, thus making the parole a thing to be sought by all prisoners.

The guardhouse should be made just as unattractive, disagreeable and unpopular as possible, especially for old offenders.

Whenever practicable military convicts, garrison prisoners, prisoners awaiting result of trial, prisoners awaiting trial, casual prisoners, and paroled prisoners should be separated in the guardhouse.

CHAPTER XII

ARTILLERY DISTRICT AND POST ORDNANCE
OFFICERS

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

The proper performance of the duty of **ORDNANCE OFFICER**, like the proper performance of any other duty, requires work and attention to business.

Artillery District Ordnance Officers are charged with the accountability for, and care, preservation, efficiency, and sufficiency of, all ordnance property and supplies pertaining to the modern armament and equipment within their districts.

Post Ordnance Officers are responsible and accountable for targets and target material for small arms and mobile artillery practice, for ammunition and spare parts for small arms, for all ordnance property for the general use of the post (except the modern armament and equipment of Coast Artillery posts), and for such surplus ordnance and ordnance stores as are not in the hands of troops.

When ordnance property is received by responsible ordnance officers it should be personally checked and the quantities compared with the entries on the invoices, and they should receipt only for the property actually received by them, noting on the receipt its condition, whether serviceable, unserviceable, or damaged. If there are discrepancies between these receipts and the invoices they are required to be covered by reports of surveying officers, one copy of which should be furnished the invoicing officer as authority for not receipting for all the property invoiced. The property will be taken up by the receiving officer, but the invoice will not be altered, the report of survey being the voucher to account for the discrepancy.

Post Ordnance Officers are required to make timely requisitions for all materials necessary for the complete equipment of the target range, as well as all supplies, including iron targets, used in target

practice. There should be on hand at least 400 rounds of ball cartridges per man for those required to take part in target practice.

Spare parts for small arms should be invoiced by **Post Ordnance Officers** to the commanding officers of organizations for the purpose of making necessary repairs. **Post Ordnance Officers** are authorized to drop certain parts as expended for the repair of arms in the hands of troops.

These expendable articles are marked with an asterisk in pamphlets issued by the Ordnance Department.

Post Ordnance Officers are required to see that all property for which they are accountable is properly stored and cared for, with the view of insuring safety and reducing deterioration to a minimum. They should assure themselves on this point by frequent personal inspections.

All powders and ammunition should be kept separate from other stores—in the magazine, if one is provided, which should be opened and ventilated at least once a week.

In issuing ammunition, or its components, that longest on hand should be issued first.

Returns, War Dept. Orders, etc. See Supplement, Chap. XII.

CHAPTER XIII

CHAPTER XIII

THE POST ENGINEER OFFICER THE POST ARTILLERY ENGINEER

AND

THE DISTRICT ARTILLERY ENGINEER

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

The proper performance of the duty of **ENGINEER OFFICER**, like the proper performance of any other duty, requires work and attention to **business**.

The duties of the **Post Engineer Officer** relative to the accountability and care of property, are practically the same as those of the ordnance officer. See Chapter XII.

He should keep on hand all instruments necessary for the making of minor surveys, and military map making, as well as all instruments and materials necessary for instruction in officers' schools.

Surplus, obsolete or unserviceable stores should not be kept on hand, but should be disposed of in the manner prescribed for the ordnance officer—i. e., by requesting authority to ship, etc., from the Chief Engineer Officer of the Department.

In addition to his other duties the **Post Artillery Engineer** also performs the functions of a *Post Engineer Officer*, as well as those of a *Post Signal Officer*. He is responsible for all submarine-mine property at his station that is not held by torpedo company commanders on memorandum receipt from the District Artillery Engineer. He also has supervision of all power plants, searchlights and fire-control installation at the post.

The **District Artillery Engineer** is charged with the accountability for all Engineer and Signal property, stores and installation that have been turned over to the Coast Artillery, and all mine property, stores and installations in the Artillery District. He will inspect all such property, stores and installations at each post in his district at least once each calendar month.

He is required to make the prescribed test in person of all new submarine cable that comes to his district.

In the discharge of his duties he is assisted by master electricians, electrician sergeants, engineers, firemen and master gunners.

Returns, War Dept. Orders, Army Regulation Paragraphs, etc. See Supplement, Chap. XIII.

CHAPTER XIV

THE POST SIGNAL OFFICER

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

The proper performance of the duty of SIGNAL OFFICER, like the proper performance of any other duty, requires work and attention to business.

The Post Signal Officer is in charge of the Post and the Target Range Telephone Systems. Complete information regarding the installation and maintenance of these systems is contained in Signal Corps Manuals, Nos. 3 and 7.

He is in charge of the Post Visual Signaling Drill. Instructions regarding this drill are contained in Signal Corps Manual, No. 6.

Complete information regarding all property issued by the Signal Corps, the manner of rendering accounts for Signal Corps funds, accounting for property, rendering reports and making estimates is contained in Signal Corps Manual No. 7. This manual contains a list of all property issued by the Signal Corps. It prescribes the standard electrical equipment for target ranges.

The following manuals can be obtained upon direct application to the Chief Signal Officer, U. S. Army:

- No. 2. Regulations for Military Telegraph Lines.
- No. 3. Electrical Instruments and Equipments.
- No. 4. Submarine Cable Handbook.
- No. 5. Photography (out of print).
- No. 6. Visual Signaling.
- No. 7. General Regulations, Disbursing and Property Manual.
- No. 8. Fire-Control Equipment.

Returns, War Dept. Orders, Army Regulation Pars. See Supplement, Chapter XIV.

CHAPTER XV THE COMPANY¹

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

The proper performance of the duty of **COMPANY COMMANDER**, like the proper performance of any other duty, requires work and attention to business.

The command of a company divides itself into two kinds of duty: **Government and Administration.**

The **Government** includes the instruction, discipline, contentment, and harmony of the organization, involving, as it does, esprit de corps, rewards, privileges, and punishments.

The **Administration** includes the providing of clothing, arms, ammunition, equipage, and subsistence; the keeping of records, including the rendition of reports and returns; and the care and accountability of Government and company property, and the disbursement of the company fund.

System and care are prerequisites of good administration.

The efficient administration of a company greatly facilitates its government.

THE CAPTAIN²

With regard to his company the **Captain** stands in the same light as a father to a large family of children. It is his duty to provide for their comfort, sustenance, and pleasure; enforce strict rules of obedience, punish the refractory and reward the deserving.

He should be considerate and just to his officers and men and should know every soldier personally and make him *feel* that he so knows him.

He should by word and act make every man in the company *feel* that the **Captain** is his protector.

The **Captain** should not be indifferent to the personal welfare of his men, and when solicited, being a man of greater experience, education, and information, he should aid and counsel them in such a way as to show he takes an interest in their joys and sorrows.

When any men are sick he should do everything possible for them until they can be taken care of by the surgeon. He can add much to the comfort and pleasure of men in the hospital by visiting them from time to time and otherwise showing an interest in their condition.

In fact, one of the officer's most important duties is to look

¹The term "company" is here used as in the Army Regulations—i. e., as applying to troops of cavalry, batteries of field artillery, companies of infantry and coast artillery and bands of all arms.

²Some of the statements in "The Prussian Campaign—A Tactical Retrospect," Kautz's "Customs of the Service" and Hamilton's "Art of War," are in such accord with the views and experience of the writer that they are here reproduced very nearly verbatim.

after the welfare of his men—to see that they are well fed, well clothed and properly cared for in every other way—to see that they are happy and contented. The officer who does not look after the welfare of his men to the best of his ability, giving the matter his earnest personal attention, neglects one of the principal things that the Government pays him to do.

While an officer can gruffly order a soldier to do a thing and have his order obeyed, it should be remembered that, as a rule, human nature, especially American human nature, responds best to an appeal to pride, fairness, justice, reason, and the other nobler instincts of man. It is only in rare instances that the average man will give the best there is in him under coercion or pressure of authority.

There are but few men who have not some good in them, and this good can generally be gotten at, if one only goes about it in the right way. Study your men and try to arouse in them pride and interest in their work.

The soldier first learns to respect, then to honor and finally to love the officer who is strict but just; firm but kind—and this is the officer who will *draw out* of his men the very best there is in them.

Treat your men like men, and remember there is nothing that will so completely take the spirit out of a man as to find fault with him when he is doing his best.

“Treatment of Soldiers,” page 33A; see also page 246 (8).

The soldier usually has a decided feeling for his **Captain**, even though it be one of hatred. With regard to the higher grade of officers, he has respect for them according to regulation; otherwise, for the most part, he is indifferent. At the very most, he knows whether his post or regimental commander keeps him long at drill, and particularly whether he has any peculiar habits. The average soldier looks upon his **Captain** as, by far the most important personage in the command.

There is no position in the army that will give as much satisfaction in return for an honest, capable and conscientious discharge of duty, as that of **Captain**. There is a reward in having done his full duty to his company that no disappointment of distinction, no failure, can deprive him of; his seniors may overlook him in giving credits, unfortunate circumstances may defeat his fondest hopes, and the crown of laurel may never rest upon his brow, but the reward that follows upon the faithful discharge of his duty to his company he can not be deprived of by any disaster, neglect or injustice.

He is a small sovereign, powerful and great, within his little domain.

THE LIEUTENANT

To be able to perform well the duties of captain when the responsibility falls upon him, should be the constant study and ambition of the **Lieutenant**.

He is the assistant of the captain and should be required by the captain to assist in the performance of all company duties, including the keeping of records and the preparation of the necessary reports, returns, estimates and requisitions. *The captain should give him lots to do, and should throw him on his own responsibility just as much as pos-*

sible. He should be required to drill the company, attend the daily inspection of the company quarters, instruct the noncommissioned officers, brief communications, enter letters in the Correspondence Book, make out ration returns, reports, muster and pay rolls, etc., and all in *his own handwriting* until he shows perfect familiarity therewith.

Some captains do all the company work themselves, allowing their **Lieutenants** to do practically nothing. This, it is thought, is a mistake—it robs the **Lieutenant** of all initiative, causes him to lose interest in the company, makes him feel like a nonentity, like a kind of “fifth wheel”—it prevents him from getting a practical, working knowledge of company administration—it makes him feel that he is not, in reality, a part of the company.

By allowing his **Lieutenants** to participate to the greatest extent possible in the government and administration of the company, and by not hampering and pestering them with unnecessary instructions about details, the captain will get out of his **Lieutenants** the very best that there is in them.

The captain should require **RESULTS** from his lieutenants, and the mere fact that a **Lieutenant** is considered inefficient and unable to do things properly, is no reason why he should not be *required* to do them. The captain is by Army Regulations responsible for the efficiency and instruction of his **Lieutenants** regarding all matters pertaining to the company, and he should *require* them to perform *all* their duties properly, resorting to such disciplinary measures as may be considered necessary. The **Lieutenant** who can not, or who will not, perform his duties properly is a drag on the company, and such a man has no business in the Army.

Whenever told to do a thing by your captain, do it yourself or see personally that it is done. Do not turn it over to some noncommissioned officer and let it go at that. If your captain wants some noncommissioned officer to do the thing, he himself will tell him to do it—he will not ask you to do it.

It is customary in the Army to regard the company as the property of the captain. Should the **Lieutenant**, therefore, be in temporary command the company he should not make any changes, especially in the reduction or promotion of noncommissioned officers without first having consulted the captain's wishes in the matter.

It is somewhat difficult to explain definitely the authority a **Lieutenant** exercises over the men in the company when the captain is present. In general terms, however, it may be stated the **Lieutenant** can not make any changes around the barracks, inflict any punishments or put men on, or relieve them from any duty without the consent of the captain. It is always better if there be a definite understanding between the captain and his **Lieutenants** as to what he expects of them, how he wishes to have certain things done and to what extent he will sustain them.

If the **Lieutenant** wants anything from the company in the way of working parties, the services of the company artificer or company

clerk, the use of ordnance stores or quartermaster articles, he should always speak to the captain about the matter.

THE CAPTAIN AND THE LIEUTENANTS

The company officers should set an example to their men in dress, military bearing, system, punctuality and other soldierly qualities. It should be remembered that the negligence of superiors is the cue for juniors to be negligent.

If the men of a company are careless and indifferent about saluting and if they are shabby and lax in their dress, *the company commander is to blame for it*—company officers can always correct defects of this kind, if they will only try.

The character and efficiency of officers and the manner in which they perform their duties are reflected in the conduct and deportment of their men.

Of course, courage is a prerequisite quality for a good officer, and every officer should seek to impress his men that he would direct them to do nothing involving danger that he would not himself be willing to do under similar circumstances.

If a company officer be ignorant of his duties, his men will soon find it out, and when they do they will have neither respect for, nor confidence in, him.

Company officers should take an active interest in everything that affects the amusement, recreation, happiness and welfare of their men.

An officer just joining a company should learn without delay the names of all the men. A roll of the organization should be gotten and studied.

The responsibility devolving upon company and other officers in time of war is great and serious—they are entrusted with the lives of men, and the lives of their fellow-beings often depend upon their judgment and efficiency. Their mistakes are paid for in human blood. Officers should, therefore, in time of peace by study, application and otherwise, do everything possible to qualify themselves for their duties and responsibilities in time of war.

What would you think of a pilot who is not capable of piloting a boat trying to pilot a boat loaded with passengers, or of an engineer who is not capable of running a locomotive trying to run a passenger train? You would of course, think him criminal, but do you think he would be more criminal than the officer who is not capable of commanding a company in battle but who tries to do so, thereby sacrificing the lives of those under him?

Every officer should study himself carefully, he should analyze himself, he should place himself under a microscopic glass, so as to discover his weak points—and he should then try with his whole might and soul to make these weak points strong points. If, for instance, you realize that you are weak in applied minor tactics, or that you have no "bump of locality," or that you have a poor memory, or that you have a weak will,

do what you can to correct these defects in your make-up. Remember "Stonewall" Jackson's motto: "*A man can do anything he makes up his mind to do.*"

The Progress Company, Chicago, Ill., publishes "Mind Power," "Memory," "The Will," "The Art of Logical Thinking," (all by W. W. Atkinson) and several other books of a similar nature, that are both interesting and instructive. "The Power of the Will," by Haddock, for sale by Albert Lewis Pelton, Meriden, Conn., is an excellent book of its kind.

THE FIRST SERGEANT¹

It has been said the captain is the proprietor of the company and the **First Sergeant** is the foreman.

Under supervision of the captain, he has immediate charge of all routine matters pertaining to the company.

In some companies it is customary for soldiers, except in cases of emergency, to get permission from the **First Sergeant** to speak to the company commander at any time. In other organizations soldiers who wish to speak to the company commander away from the company quarters must first obtain the **First Sergeant's** permission, but it is not necessary to get this permission to speak to the company commander when he is at the barracks.

The **First Sergeant** is sometimes authorized to place noncommissioned officers in arrest in quarters and privates in confinement in the guardhouse, assuming such action to be by order of the captain, to whom he at once reports the facts. However, with regard to the confinement of soldiers by noncommissioned officers, attention is invited to the Army Regulations on the subject. See also page 178B.

THE NONCOMMISSIONED OFFICERS

(The status, duties, etc., of noncommissioned officers are covered in greater detail in Noncommissioned Officers' Manual, by the author. General agents: The U. S. Infantry Association, Washington, D. C., and The Post Exchange, Fort Wm. McKinley, P. I. Price, \$1.50 per copy postpaid. Liberal discount on quantity.)

The efficiency and discipline of a company depend to such an extent on the **Noncommissioned Officers** that the greatest care and judgment should be exercised in their selection. They should be men possessing such soldierly qualities as a high sense of duty, cheerful obedience to orders, force of character, honesty, sobriety and steadiness, together with an intelligent knowledge of drills, regulations and orders.

¹In the absence of the First Sergeant the senior duty sergeant must be appointed Acting First Sergeant. (War Dept. decision, May, 1907.)

²A Lance Corporal is not a noncommissioned officer, and hence it is not necessary to obtain authority to detail him on extra duty. J. A. G. and Sec'y of War, July, 1896.

They should exact prompt obedience from those to whom they give orders, and should see that all soldiers under them perform their military duties properly. They must not hesitate to reprove them when necessary, but such reproof must not be any more severe than the occasion demands.

The company officers must sustain the **Noncommissioned Officers** in the exercise of their authority, except, of course, when such authority is improperly or unjustly exercised. If they do wrong, they should be punished the same as the privates, but if it be simply an error of judgment they should merely be admonished. A **Noncommissioned Officer** should never be admonished in the presence of privates.

Judicious praising of noncommissioned officers in the presence of privates is not only gratifying to the noncommissioned officer, but it also tends to enhance the respect and esteem of the privates for him.

In addition to dividing the company into squads, each squad being under a **Noncommissioned Officer** as required by the Army Regulations, the company should also be divided into sections, each section being in charge of a sergeant. The squads and sections should, as far as possible, be quartered together in barracks, and the chiefs of squads and the chiefs of sections should be held strictly responsible for the conduct, dress, cleanliness, and the care of arms of the members of their respective squads and sections. Not only does this throw the corporals and the sergeants upon their own responsibility to a certain extent, but it also impresses upon them the importance of their position, and gets the privates in the habit of realizing and appreciating the authority exercised by **Noncommissioned Officers**.

When practicable, the **Noncommissioned Officers** should have separate rooms or tents, and should mess together at tables separate from the privates; for, everything that conduces to familiarity with inferiors tends to lower the dignity of the **Noncommissioned Officers'** position.

Throw your **Noncommissioned Officers** upon their own responsibility—throw them into deep water, so to speak, where they will either have to swim or sink. You can never tell what a man can really do until you have given him a chance to show you—until you have put him on his mettle—until you have tried him out. And very often men who seem to have nothing in them, men who have never before been thrown upon their own responsibility, will surprise you.

A Do all you can to make your **Noncommissioned Officers** realize and appreciate the importance of their position. Consult them about different matters—get their opinions about various things. When going through the barracks at Saturday morning inspection, for instance, as you come to the different squads, have the squad leaders step to the front and follow you while you are inspecting their respective squads. If you find anything wrong with a man's bunk, speak to the squad leader about it. Also ask the squad leaders various questions about their squads.

Not only does such treatment of **Noncommissioned Officers** make them appreciate the importance, responsibility and dignity of their position, but it also gives them more confidence in themselves and raises them in the eyes of the privates.

Noncommissioned Officers should always be addressed by their titles, by both officers and soldiers.

A **Noncommissioned Officers** are forbidden to act as barbers, or as agents for laundries, or in any other position of a similar character. (Cir. 34, '07.)

Everything possible should be done by the company officers to instruct the **Noncommissioned Officers** properly in their duties.¹

A' So far as the company is concerned, the **Noncommissioned Officers** are expected to assist the company commander in carrying out his own orders and those of his superiors—they should see that all company orders are obeyed and that the known wishes of the captain are carried out. If, for instance, the captain should tell the first sergeant that the men in the company may play cards among themselves, but that **Noncommissioned officers** are not to play with privates and that men from other companies are not allowed to take part in, or to be present at the games, then it is the duty of the first sergeant to see that these instructions are carried out—it is his duty to make frequent inspections of the tables at which the men may be playing and see that no **Noncommissioned Officers** are playing and that no outsiders are present. The first sergeant who confined himself to publishing the order to the company and then doing nothing more, would be neglectful of his proper duty. (See page 246 [7].)

Noncommissioned Officers clothed in the proper uniform of their grade are on duty at all times and places for the suppression of disorderly conduct on the part of members of the company in public places. Men creating disorder will be sent to their quarters in arrest and the facts reported to the company commander without delay.

Noncommissioned Officers can do much to prevent the commission of offenses by members of their commands, both when on and when off duty, and such prevention is as much their duty as reporting offenses after they are committed; in fact, it is much better to prevent the offense than to bring the offender to trial.

Company commanders should drill their **Noncommissioned Officers** thoroughly in the principles of discipline, Chapter XVII, page 245.

B **Noncommissioned Officers Authorized to Confine Enlisted Men.** A company or detachment commander may delegate to his **Noncommissioned Officers** the authority to confine enlisted men in the guard-house and to place them in arrest in quarters, provided the case is immediately reported to the company or detachment commander, who confirms the act of the **Noncommissioned Officer** and adopts it as his own.—W. D. decision, December, 1905.

C **Appointment.** The appointment of **Noncommissioned Officers**

¹Silicate Roll Blackboards, which are perfectly flexible and can be rolled tightly, like a map, without injury, may be obtained from the New York Silicate Book Slate Co., 20 Vesey St., New York. They are made in various sizes, but about the most convenient for use in noncommissioned officers' school is No. 3, three by four feet—price \$2.

is generally made upon the mere recommendation of the company commander. In some regiments, however, as a precaution against unjust overslaughting, a full explanation is required when the appointment recommended is out of the regular order of promotion.

In the case of promotion of corporals to sergeants, the rank of the corporal relative to the other corporals of the company should be stated, and if the man recommended is not the senior corporal of the company, the reasons for his preferment should be given.

In a few regiments company commanders are required to give the reason inducing them to make the recommendation, length of service as private and previous service, if any, as **Noncommissioned Officer**, etc.

The provision in the Army Regulations that company **Noncommissioned Officers** shall be appointed by the regimental commander upon the recommendation of the company commander, makes the men dependent upon the captain for promotion on one hand and on the other hand places the appointment so far within the control of the regimental commander that the company commander can not exercise arbitrary or unjust power. The same principle is true in the reduction of **Noncommissioned Officers**.

The company commander being most interested and having greater opportunities to know of the merits of the case, the regimental commander usually has little else to do than merely to confirm the recommendation. The recommendation of the company commander should not be opposed except for manifest and excellent reasons. The appointing power is intended as a check to be used only when it is manifest there is injustice or vindictiveness or the appointment is not in the interests of the service.

(A wholesome, beneficial spirit of competition may be made to obtain in the company by appointing noncommissioned officers by competitive examination, *care being taken to make the examinations oral and practical and not written and "bookish."* For example, in the case of a prospective vacancy in the grade of sergeant, announcement is made to the corporals as long ahead of time as possible, that a competitive examination in certain subjects will be held on a certain day, to fill the vacancy.

Vacancies in the grade of corporal are likewise filled by competitive examination, only such privates as are recommended by one or more noncommissioned officers and such as are designated by the company commander, being allowed to compete.

Of course, in these examinations soldierly qualities and military record are given a proper rating).

Reduction and Resignation. A **Noncommissioned Officer** should never be reduced to ranks, except for grave and sufficient reasons. Nothing demoralizes the **Noncommissioned Officers** of a company so much and upsets discipline to such an extent as the feeling that upon the slightest pretext or fancy one is to be sent back to the ranks, to associate with the privates he has been required to discipline.

In some regiments **Noncommissioned Officers** are permitted to send in formal resignations, while in other regiments they are not, but, with the approval of the company commander, they may ask for reduction, giving proper, satisfactory and specific reasons. Of

course, resignations submitted in a spirit of insubordination or pique should not be considered, nor should they ever be in substitution for deserved disciplinary punishment. If a Noncommissioned Officer has good reasons for requesting reduction and the granting of the request would not result in detriment to the company, there is no reason why his application should not be favorably considered. However, in such a case, the Noncommissioned Officer should consult his company commander before submitting his request in writing. It is thought the preponderance of custom is against considering formal resignations.

THE DUTIES OF THE NONCOMMISSIONED OFFICERS

The duties of the Noncommissioned Officers should be clearly and definitely defined, being reduced to print or writing, and posted in some convenient, accessible place.

The following are those usually outlined:

The First Sergeant. 1 He has immediate charge of all company property, books, papers and records, in the care and keeping of which he is assisted by the other noncommissioned officers and the company clerk.

2 Every day at "First Sergeants' Call" he will repair to the adjutant's office¹ and get the company morning report, together with a list of the noncommissioned officers and the number of privates required for guard the next day. He will also receive from the sergeant-major such orders, communications, etc., as may be given him for the company officers. He will show the company officers, without delay, all orders and instructions affecting them or the company and deliver to them such communications as may be addressed to them.

3 After "First Sergeants' Call" he will prepare a list of the names of the noncommissioned officers and privates detailed for guard the following day. This will be posted on the company bulletin board,² and published at retreat.

He will publish to the company at retreat all post general orders received that day, or that have not yet been read to the men.

4 Every morning, immediately after breakfast, he will turn out as many men as may be necessary to police the barracks and the grounds around the quarters. (This is sometimes done by the noncommissioned officer in charge of quarters.)

5 Every Friday he will ascertain from the company commander the uniform for Saturday morning inspection and will notify the company officers and the company accordingly.

¹At some posts it is customary for first sergeants to wear side-arms at "First Sergeants' Call."

²Every company should have a large bulletin board, hung in some convenient place, on which will be posted all orders, notices, etc., affecting the company.

6 He will notify the quartermaster sergeant of the soldiers who are absent on duty and for whom meals must be saved.

7 He will see that all drawers, lockers and boxes are opened at the weekly, monthly and other formal inspections of quarters and that the Morning Report, the Correspondence Book and all other record books are laid out and opened for examination on such occasions.

8 He will see that camphor balls (or coal oil and lye) are kept in the urinals and that all metal door knobs, faucets and other metal parts around the quarters are kept properly polished. He will also see that all window panes are kept clean. (Sometimes done by the noncommissioned officer in charge of quarters.)

9 He will see that members of the company who appear as witnesses before general courts-martial wear the proper uniform.

10 He will see that no liquor of any description is brought into the quarters.

(The forms on this page and the page following are convenient, and can be printed on the regimental press.)

TROOP D, 3rd CAVALRY.

.....191

Detail for To-morrow.

FOR MAIN GUARD.

.....
(11 lines, one with the heading "Sergt.," 2 with the heading "Corpl.," 1 "Trumptr.," 1, "Supernumerary," and 6, "Privates.")

FOR STABLE POLICE.

.....
(4 lines.)

FOR FATIGUE.

.....
(5 lines.)

FOR KITCHEN POLICE.

.....
(2 lines.)

ROOM ORDERLIES.

.....
(2 lines.)

IN CHARGE OF QUARTERS.

REMARKS.

.....
(4 lines.)

.....
1st Sergeant.

(After being read to company, to be posted on bulletin board.)

(To be used by individuals in enumerating the articles of clothing they wish to draw.)
CLOTHING REQUIRED.

By.....Co. "A," 24th Infantry					
No.	ARTICLES	SIZE	No.	ARTICLES	SIZE
.....	Belts, waist		Neckties	
.....	Blankets, S. B.		Number, hat	
.....	Blankets, O. D.		Ornaments	
.....	Blouses		Overcoats	
.....	Boots, rubber		Overshoes	
.....	Braid, cord edge		Pajamas, suits	
.....	Breeches, khaki		Ponchos—Large	
.....	Breeches, O. D.		Old pattern	
.....	Caps—Dress		Shirts—chambray	
.....	Fur		D. B. F.	
.....	Khaki		O. D. F.	
.....	O. D.		Muslin	
.....	White		Shoes—Barrack	
.....	Cap bands		Black, dress	
.....	Chevrons—Dress		Gymnasium	
.....	Khaki		Russet, garrison	
.....	O. D.		Marching	
.....	White		Black, old pat.	
.....	Gun Com'd'rs		Russet, old pat.	
.....	Observers		Stockings—Cotton, old pat.	
.....	Master Gunners		Cotton, new pat.	
.....	Gunners, each Service		Woolen, heavy	
.....	Coats—Canvas		Woolen, light	
.....	Dress		Stripes, trousers	
.....	Service, Khaki		Suspenders	
.....	Service, O. D.		Sweaters	
.....	White		Trousers—Dress	
.....	Cords, breast		Canvas	
.....	Cords, hat		White	
.....	Collars		Undershirts—	
.....	Drawers—Canton flannel		Cotton	
.....	Cotton, knit		Nainsook	
.....	Jean		Winter, heavy	
.....	Nainsook		Winter, light	
.....	Winter—heavy		Buttons—	
.....	Winter—light		Bronze, large	
.....	Gauntlets—Fur		Bronze, small	
.....	Leather		Gilt, large	
.....	Gloves—Leather		Gilt, small	
.....	Horsehide		Overcoat	
.....	Cotton		Cloth covert—O. D.	
.....	Wool		D. B.	
.....	Hats—service		Kersey—O. D.	
.....	Laces, leggin, prs.		S. B.	
.....	Laces, shoes, prs.		Lasting	
.....	Leggins—Old pattern		Serge—Khaki	
.....	New pattern		O. D.	
.....	Letters—Hat		Tags and tape	
.....	U. S.				

.....Co. "A," 24th Infantry
Date....., 190..
Countersigned:

.....Co. "A," 24th Infy.
.....Chief of Squad.
(Size 5¼ inches x 8¼ inches.)

The Quartermaster Sergeant. He is charged with—(a) Proper policing of furnace room, lavatory and bathrooms. (Sometimes done by the N. C. O. in charge of quarters.)

He will see that the porcelain, the glazed earthenware, and the marble in the toilet room, are washed every day with soap and water, and that the urinal slabs and the urinals themselves are washed with a solution of muriatic acid and water every Friday, or as much oftener as may be necessary to kill the offensive smell. (See "Cleaning Slates and Urinals," page 477).

(b) Care and custody of company ordnance and equipment.

(c) He will verify all coal and other supplies received from the Q. M. D., and the other departments.

The artificer and janitor are subject to his orders.

Company **Quartermaster Sergeants** take no rank over other company sergeants. All are of the same grade (except first sergeant), and rank or precedence is determined by age of warrant. (J. A. G., Sept. 1902.)

Company commanders may assign **Quartermaster Sergeants** of company at discretion, to any employment, and the company commander's assignment is final. (J. A. G., Sept. 2, 1902.)

The Mess Sergeant is charged with the proper preparation and supply of food. He also looks after the policing of the dining room, kitchen, and ration room, and the cooks and the kitchen police are subject to his orders.

See "Duties of the Mess Sergeant," page 19, Manual for Army Cooks, 1910.

The Noncommissioned Officer in Charge of Quarters. The old noncommissioned officer in charge of quarters, accompanied by the new noncommissioned officer in charge of quarters, both wearing side arms and white gloves, will report every morning to the company commander.

Form of Reporting.

Old N. C. O. in Charge of Quarters, saluting: "Sir, Sergeant Smith reports as old noncommissioned officer in charge of quarters. There is nothing special to report" (or "I would report that, etc.," reporting absentees from check inspection, from inspection for men in confinement, etc.)

Captain: Very well, you are relieved. (The N. C. O. salutes and leaves).

New N. C. O. in Charge of Quarters: "Sir, Corporal Jones reports as new noncommissioned officer in charge of quarters."

Captain: Carry out the usual instructions. (The N. C. O. salutes and leaves).

To receive the instructions from the old noncommissioned officer in charge of quarters.

To visit at various times the different squad rooms, the amusement room, the lavatory, the kitchen and other parts of the barracks to see whether everything is all right.

To report to the company commander when relieved any absentees from 11 p. m. check inspection and from inspection for men in arrest or confinement; any broken, injured or damaged property in the barracks; all violations of barrack regulations and all unusual occurrences of whatever nature.

To report all special fatigue parties to the provost sergeant.

To take the sick and the sick report to the hospital at sick call and other times.

To ascertain from the first sergeant the names of the men in arrest or confined to barracks and to see that they do not leave same without proper authority.

To see that all the faucets are properly turned off when not in use and that no water is wasted.

To avoid the unnecessary use of electric lights and to see that no unauthorized lights burn in barracks after hours.

From the time he marches on until 9 p. m., to be within hearing of the telephone as much as possible and when without hearing of the telephone ring to see that some one is within such hearing.

After reporting to the officer of the day the result of the 11 p. m. check inspection, to inspect the lavatory, the furnace room, the kitchen and the dining room.

Proper policing of quarters, other than that portion assigned to quartermaster sergeant.

Proper policing of grounds around company. (Sometimes done by the first sergeant.)

He will accompany the company commander on his daily inspection of the barracks.

To see that no loud noise, disturbance or disorder occurs in quarters, and that no unauthorized persons enter the barracks.

To inspect the quarters, reporting absentees, at 11 o'clock p. m., and such other hours during the night as may be designated by the company commander.

The new noncommissioned officer in charge of quarters, accompanied by the old noncommissioned officer in charge of quarters will verify the

number of rifles in the arm-racks and he will keep the armracks locked at all times, retaining the keys.¹

To see that no liquor of any description is brought into quarters.

He will have charge of the company mail, collecting, mailing and distributing the same.² (Often done by the company clerk.)

He will not leave the barracks during his tour of duty unless his duties require him to do so.

The room orderlies are subject to his orders.

He will be present at all meals and will be responsible for order in the dining room. He will report all misconduct, waste, etc.

He will familiarize himself with all barrack regulations and company orders, verbal and written, and not only will he report all violations of same, but he will also see that the known wishes of the company commander as well as all known orders from whatever source affecting the company, are carried out.

Noncommissioned Officers in Charge of Squad Rooms. The senior Noncommissioned Officer in each squad room is in charge.

He is responsible that corporals in charge of squads perform the duties assigned them and in the temporary absence of corporals may designate privates to perform their duties.

He will see that all post and company orders in regard to uniformity of bunks, bedding, clothing, etc., are strictly carried out.

He will see that the lights in his squad room are extinguished at the proper time.

He will see that no liquor of any description is brought into his squad room.

He will see that the room is properly ventilated and in cold or windy weather that the windows are lowered from the top and not raised from the bottom.

He will be in charge of the policing of his squad room when general policing is ordered.

He will be present at the check of each man's clothing and will report any shortage to the company commander. (Clothing should be checked about once a month.)

He will keep posted in the squad room the number of rifles in each rack.

Chiefs of Squads. To inspect their squads on the company parade before all inspections under arms.

¹Some company commanders require the new N. C. O. in charge of quarters to verify and give written receipt to the old N. C. O. for (so many) rifles and the keys.

No War Dept. orders requiring armracks to be kept locked have ever been issued. However, ordinary precaution against the improper use of arms and also due care for the preservation of Government property, require that it be done, and the custom is universal throughout the Army. See Cir. 83, '08.

²In every company there should be kept in some convenient place a mail box with a lock.

To see that each man polices about his bunk, folding his bedding in the prescribed manner, immediately after breakfast. They will designate soldiers to look after the bunks, floor space, etc., of members of the squads who may be absent.

Every Saturday morning before the regular inspection, every chief of squad will inspect the bunks, lockers, shoes and barrack bags of the members of his squad. Not only will he see that every man has everything that he is supposed to have, but he will also see that every article of equipment is in good condition. When his squad is inspected at inspection of barracks he will report to the company commander any deficiencies in the equipments.

To make an accurate check once a month, immediately after muster, of all clothing in possession of soldiers and all equipment issued them. They will report the result of this check to the **Non-commissioned Officer in Charge of Squad Room**.

They will be in charge of their respective squads when general policing is ordered.

Company Clerk. In addition to the usual clerical duties of preparing the company returns, reports, etc., and looking after the records of the company, he will be charged with the following:

The beginning of every year he will make out cards showing the dates of discharge of the men of the company during the calendar year, and will file these cards in a "Tickler" (see page 114), so that they will show up *one month in advance of the dates of discharge*. (This will enable the company commander to notify both the commanding officer and the soldier, as required by Army Regulations, in case the man's services are not deemed honest and faithful.)

In case of men to be discharged, their discharges and final statements will be completed and placed on the company commander's desk in the company office before he inspects the barracks, the day before the date of discharge.

He will furnish members of the company such information as they may desire regarding orders, Army Regulations, and other kindred matters, and under the supervision of the first sergeant, will write for the members of the company applications for furloughs, applications for discharge by purchase and other letters of an official character.

All work in the company office is strictly confidential, and under no circumstances will any information pertaining to the business of the office be divulged.

USUAL BARRACK REGULATIONS

Usual Duties of Room Orderlies. To be present at all times, particularly when the company is away from quarters on drill or other duty; to guard the property of the company as well as that of the members of the company, seeing that no person interferes with

property that does not belong to him, and that no unauthorized persons enter the barracks; to look after fires and lights, extinguishing them at taps¹; to police such parts of the barracks as are not assigned individual soldiers; to keep the spittoons clean; to see that the rooms are properly ventilated²; to look after the company amusement room, having charge of the pool table, phonograph, etc., to have charge of the library, keeping the papers, books, etc., in order³; to report to the noncommissioned officer in charge of quarters any irregularities that occur.

General.⁴ Every soldier will take at least one bath each week, reporting to his squad leader as soon thereafter as practicable.

No one is allowed in the kitchen except on duty.

No books, papers or magazines will be taken from the company library, except by authority from the person in charge.

The hair must be cut short, beard neatly trimmed or face cleanly shaved.

Only the articles issued to a soldier are authorized to be worn.

A Intoxicating liquors will not be introduced into the barracks.

No women are allowed in the barracks, kitchen or other quarters pertaining to the company, except with written permission.

B Gambling in the barracks is prohibited.⁴

No loud or boisterous noise is permitted.

(Note: Room orderlies are usually placed on special duty, being excused from drills, ceremonies and all other duties that will take them away from barracks.)

In the afternoon from 1 to 4 o'clock, there shall be absolute quiet in the squad rooms, so that the men who wish to take a nap may do so. Shoes will be removed before entering the squad rooms after tattoo, and no noise will be permitted after that hour.

The bunks must be kept clean and free from vermin.

Bedding will be aired every Friday.

Each soldier's name will be hung at the foot of his bunk.

Each soldier must keep the floor under his bunk and on each side clean; it will be swept daily.

¹ Sometimes done by the N. C. O. in charge of the squad room.

² In case of extensive libraries, sometimes a specially designated noncommissioned officer is placed in charge.

³ These general regulations should be kept posted on the company bulletin board.

⁴ There is considerable difference of opinion in the Army as to what action, if any, should be taken to regulate gambling in the barracks. Some of our best officers never give any orders either for or against gambling.

No spitting on the floors or throwing pieces of cigars or cigarettes on them.

Articles that are to be thrown away will be put in the receptacle provided for the purpose, and no refuse or trash will be thrown on the floor, out of windows on the roofs of porches, or on the ground in the vicinity of the buildings.

L Lockers will be neatly kept and at inspections will be opened with tray arranged as shown in plate 2, page 198.

Doors and drawers to wardrobes must be opened at inspections.

Shoes, particularly overshoes, must be carefully cleaned before entering the barracks.

Shoes, mattress, and bedding will be kept as directed by the company commander.

The walls and woodwork of the barracks will not be defaced by driving nails, or in any other manner.

Civilian clothing must not be kept in a soldier's possession. It should be turned in and put in the store room.

B Soldiers are forbidden to have revolvers in their possession and to carry pistols, razors and other such weapons.

Soldiers will not appear on the porch of barracks in white or fancy colored shirts, without blouses.

At school call soldiers detailed for instruction will fall in on the company parade and be marched to the school-room by the noncommissioned officer in charge of quarters, who will report them to the teacher, accounting for absentees.

Soldiers who get married will at once notify the company commander. (Those intending to reenlist should get the regimental commander's permission to marry, as he may otherwise prevent their reenlistment.)

C Soldiers desiring to see the surgeon will report to the first sergeant immediately after reveille and have their names entered on the Sick Report Book. At sick call they will be marched to the hospital by a noncommissioned officer.

Soldiers wishing to speak to the first sergeant, will knock and uncover before entering the company office, and will leave as soon as they have stated their business.

Soldiers will go to their meals in an orderly manner, properly dressed and in regulation uniform.

In muddy or snowy weather soldiers will use the mud scrapers and mats near the entrances to barracks.

Men who do not take advantage of their passes will so report to the commander of the guard, and men whose names are on the pass list must attend all drills, exercises and schools of instruction while they are in the post, unless especially excused by the company commander.

Soldiers suffering with venereal diseases will use the water-closet and the bath room marked "For Venereal Patients Only." The violation of this regulation will be severely punished and all soldiers in protection to themselves are enjoined to report at once all offenders.

No loitering will be allowed in the company office. However, soldiers will always have access to the office for the purpose of seeking information from the company clerk or for the purpose of consulting, under the supervision of the first sergeant or the company clerk, the files of orders and circulars—the first sergeant or company clerk must always be present. In their absence no soldier must enter the office unless sent there by an officer.

The soldiers of the company may have their applications for furloughs and other communications written or typewritten by the company clerk, and under no circumstances will he ever charge or accept any fee for the work.

The articles in the wardrobe will be arranged as follows:

Top shelf—Caps and campaign hats.

Middle compartment, hung on hooks—Overcoat, blouse, trousers, haversack (containing meat can, knife, fork and spoon), pistol holster, saber and attachments, spurs, cartridge belt, canteen and belt. Clothing in center, equipment on the sides.

Middle compartment, on the bottom—Stable and fatigue clothing in daily use. These should be neatly folded. Leggings.

Bottom drawers, neatly folded to the same size and placed with folded edges up—Undershirts, drawers, extra stable clothes, mattress cover, fatigue clothes, shelter half, blue shirts.

The articles in the locker will be arranged as follows:

Beneath tray, folded and arranged as above—Shirts, sheets, pillow cases, summer and extra underclothing, towels, stockings, furs.

Tray—Cleaning and toilet and other small articles.

Equipment must be marked with soldier's number, and clothing with name.

Laundry. All soiled clothes with a list of articles, will be sent to the laundry every Saturday morning.

All articles will be plainly marked in indelible ink, with the name of the owner.

Under no circumstances will soiled clothing be allowed to accumulate for two or more weeks. No allowance will be made by the laundry when laundry is not sent in for two or more weeks.

Claims for articles lost must be made within two days after the return of the laundry.

Soldiers who fail to send in itemized lists will accept the laundry count.

Chiefs of squads will see that their men mark their clothing as directed.

CONTENTS OF SHELTER-TENT ROLL, PITCHING TENTS, AND INSPECTION OF SHELTER-TENT CAMP¹

Contents of Roll—The following articles will be carried in the blanket roll at all times:

1 blanket, 1 rubber poncho, 1 comb, 1 housewife, 1 cake soap, 1 pair stockings, 1 toothbrush, 1 towel. (G. O. 177, W. D., 1907.)

All articles except the blanket and poncho to be placed smoothly near square end of shelter tent before rolling.

The poncho will be carried in the following manner:

Standing at the short side of the poncho with rubber side down, fold it over twice, thus making each fold about 65 x 22 inches, lay it at full length on the blanket on the opposite side from the poles, pins, etc.; and about 4 inches from the edge of the shelter tent; then roll up the shelter tent as usual.

To Pitch Tents—Pitch tents as prescribed by the Infantry Drill Regulations.

Guy Ropes—The length of the guy ropes for the shelter-tent shall be sixty-five inches, from inside of eye-splice to outer end of some permanent device on the other end of the rope, preferably a wire hook. If impracticable to secure a hook, then an overhand knot will be permanently placed, so that from outside of knot to inside of eye-splice shall measure sixty-five inches, with enough free end beyond knot to allow front rope being passed up through rope eyes of both shelter halves and form two half hitches on standing part of guy rope; loose end tucked between shelter halves at top of tent. Rear rope to have free end passed down through both rope eyes and another overhand knot formed inside.

Inspection of Camp.

The disposition of contents of blanket roll and equipments for inspection will be as follows:

¹ This splendid system for laying out contents of blanket roll, displaying equipments, and arranging bunks was prepared by a board of officers of the 7th Infantry.

Poncho, if not worn, to be placed in tent first, folded edges to the front, folded as prescribed for the blanket, rubber side out.

Blanket, to be folded once across, opposite to fold already made, then grasp the striped end and fold in three equal folds, once over twice the width of fold and then back again the width of fold. Place blanket inside of tent on top of the poncho with the stripe up and folded edges to the front and on a line with corner pin and pole, the end nearer the center touching the pole.

Cartridge Belt, on top of and on line with front edge of blanket pockets up, suspenders stretched along belt on top of pockets, inside of suspenders showing.

Haversack, Canteen, Tin Cup and Bayonet Scabbard, attached to belt and lying on the blanket with the bayonet scabbard pointing directly to the rear along the left edge of the blanket.

Meat Can, open on top of haversack, concave sides up, parallel to and on line with sides of haversack flap, the cover of the meat can on the left, the hinge and ring to the front, the handle closed.

Knife, Fork and Spoon, close together in the center of the haversack and in the order named from right to left, handles to the front and on the line of the rear ends of the meat can, the letters "U. S." showing.

Towel, neatly folded, front edge on line with bottom of belt, right edge on line and parallel to right edge of blanket.

Housewife, Stockings, Soap, Comb and Toothbrush, neatly arranged on top of towel.

Blanket Roll Straps, on ground against rear edge of blanket, in rear of canteen.

Inspection of Quarters.

The arrangement of bedsteads and equipments for inspection of quarters will be as follows:

Bunk, perpendicular to and at a uniform distance from the wall.

Mosquito Bar, when used, well stretched, right side brought square to the left, bottom folded up to top, then the whole folded smoothly over top of bar.

Blankets, folded as directed for shelter tent camp inspection and placed stripe up and folded edges to the front, long way of fold across head of mattress.

Sheets, folded same size of blanket and placed on top of them.

Pillow Case, on pillow, with open end to the left, on top of sheets.

Card Holder, just to left of mosquito bar frame upright with front toward the aisle.

Poncho, folded as directed for shelter tent camp inspection, except that the inside is to show, and placed long way of fold across foot of mattress, folded edge to the front.

Web Belt, Meat Can, Tin Cup, Knife, Fork, Spoon, Haversack and Canteen, in center of the poncho and arranged the same as directed for shelter tent camp inspection.

Leather Belt and Cartridge Box, in the center of bunk between poncho and shelter tent half, with buckle to the right. Belt to be folded once, box in center of top fold.

A Shelter Tent, to be folded as follows: Spread out as for rolling blanket roll with triangular part folded, then standing at triangular end fold tent once over to square end, then fold bottom once over top, then top and bottom folded once over to folded edges. Tent folded as stated to be placed just in front of blankets long way of fold across bunk, folded edge to the front.

Company Design, stenciled on shelter half on opposite side from buttons so as to read properly while facing top of tent when spread out buttons down, outer edge of stencil nine inches from front of tent and number of regiment 2 inches from top of tent. It will then be in sight when worn as a roll or exhibited for inspection of quarters.

Guy rope, arranged as follows: With the eye-splice end start a catspaw knot with fold 9 inches long, and start the rolling 2 inches from the end, rolling close without riding until overhand knot is reached, tuck same through eye-splice and loop of catspaw. So coiled, place rope free ends even with the long side of folded shelter tent nearest pillow, coil perpendicular thereto and about 7 inches from left side of folded shelter-tent half.

Place blanket roll shelter tent straps, neatly coiled in the center of the right half of shelter tent.

Place shelter tent pins in the center of the shelter tent half with points to the rear. Place shelter tent poles parallel, close to and in center of long side of tent fold.

B Box Locker, 6 inches in front of foot of bunk, lock to the

front, cover open against foot of bunk, tray raised at back and slid half way to rear on the cleats, back resting against the cover, contents of tray neatly arranged therein. Clean clothing folded long way equal to width of locker and packed folded edges up, long way of fold across locker. See page 198.

Barrack Bag, hung on the center of the head of the bunk with the ropes neatly coiled around the top bar.

Shoes, starting at leg of bedstead, by pairs, toes pointing to the left and on line with left legs of head and foot of bedstead.¹

Telescope Cases, to be kept in storeroom until needed for change of station, or other disposition.

Soldiers facing aisle at attention, one foot to the left of the bedstead and toes on a line with the legs of the foot of the bedstead.

The haversack and canteen to be habitually attached to the web belt; tin cup, when worn, will be carried inside the haversack.

CONTENTMENT AND HARMONY

The officers of the company should do everything possible to make the organization contented and harmonious. Contentment and harmony are not only conducive to good discipline and efficiency, but they also make the government of the company easy and reduce desertions to a minimum.

The showing of favoritism on the part of the captain is always a cause of great dissatisfaction amongst the soldiers in the company. Soldiers do not care how strict the captain is, just so he is fair and impartial, treating all men alike.

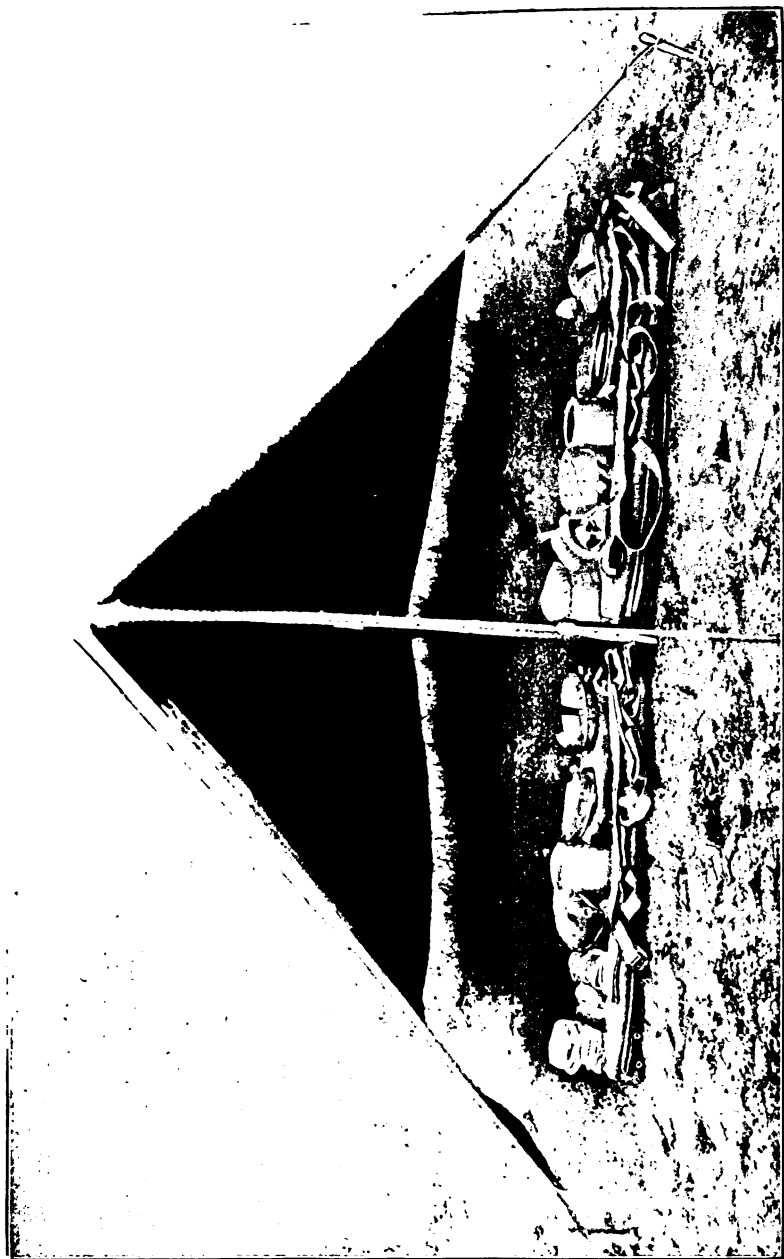
The Mess. The captain should give the mess his constant personal attention, making frequent visits to the kitchen and dining room while the soldiers are at meals so as to see for himself what they are getting, how it is served, etc.

It is not saying too much to state that, in time of peace, a good mess is the real basis of the contentment of a company.

Ascertain what the soldiers like to eat and then gratify their appetites as far as practicable.

Be careful that the cook or the quartermaster sergeant doesn't fall into a rut and satiate the soldiers day after day with the same dishes.

¹ Some company commanders require the shoes to be turned so that the soles are visible, thus being better able to ascertain their serviceability. Shoes are also sometimes placed on a rack attached to the foot of the bunk and raised from the floor.



INSPECTION OF SHELTER TENT CAMP. PLATE NO. 1.

Some company commanders require the noncommissioned officer in charge of the mess to submit to them every morning, on printed blank slips, the menu for the next three meals.

(Form)

Company "A," 24th Infantry.

BILL OF FARE.

..... 1907

DINNER.

.....
(8 lines.)

SUPPER.

.....
(6 lines.)

BREAKFAST.

.....
(7 lines.)

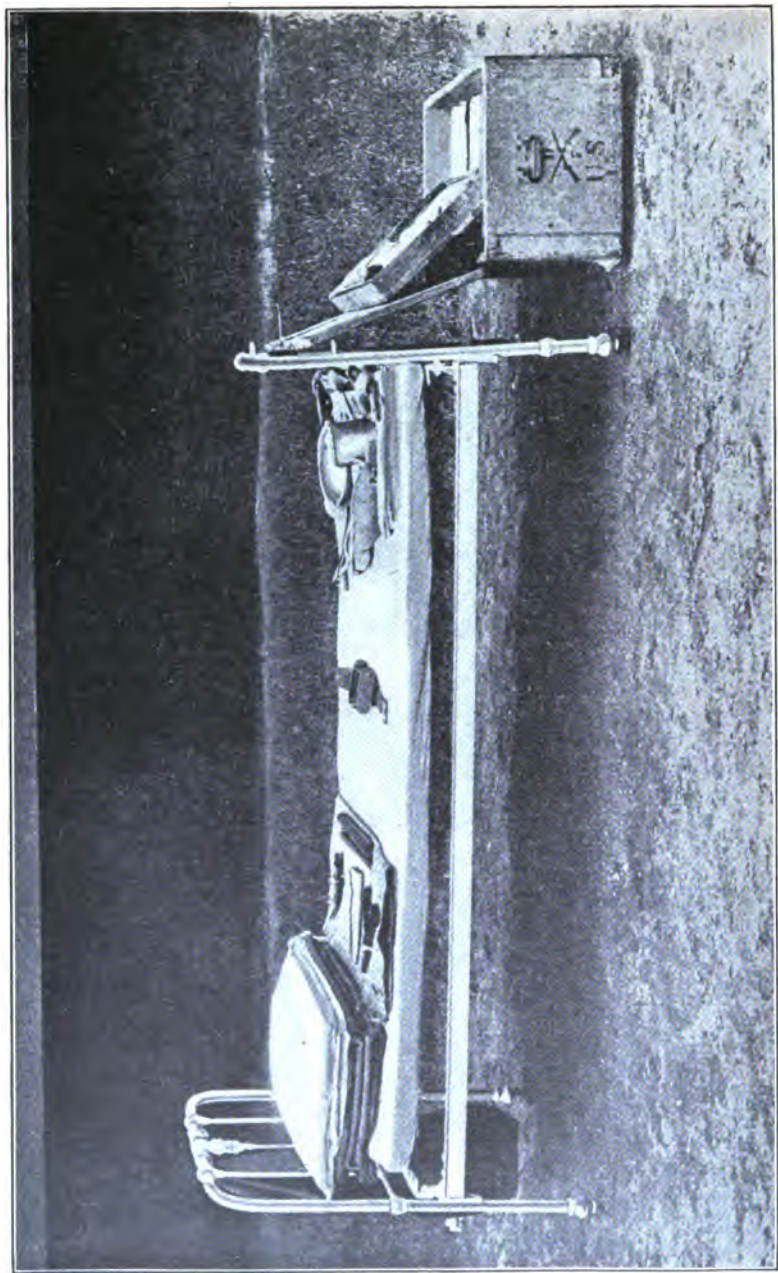
.....

.....
In charge of mess.

Give the ration your personal attention—know yourself what the company is entitled to, how much it is actually getting, what the savings amount to, etc. The following plan has been tried and found excellent:

The running of a company mess affords a good field for initiative and ingenuity. When practicable a cow or two may be kept and a few pigs fattened with slops from the kitchen.

The raising of hogs, if properly conducted, is a fine paying proposition for the company fund. Not only is the company kept



INSPECTION OF QUARTERS. PLATE No. 2.

supplied with fresh pork and lard, but all, or nearly all, the bacon component of the ration can be saved.

In many places chickens can be raised with but little expense and trouble. Some officers have been known to use chicken incubators with splendid results. In localities where there is much fish, a fish net will be found a good investment. (In some States, however, the use of nets is prohibited.)

"THE HANDLING OF THE STRAIGHT RATION AND BAKING BREAD," by Capt. Holbrook (Franklin Hudson Pub. Co., Kansas City, Mo., publishers), is also an excellent book on the subject.

"The Mess Officers' Assistant," by Capt. Holbrook, is recommended to officers desiring to study food values, elementary principles of nutrition and cooking and the handling of the ration. Bulletin No. 100, Bureau of Chemistry, entitled, "Some Forms of Food Adulteration and Simple Methods for their Detection," published by the U. S. Dept. of Agriculture, and "Select Methods of Food Analysis" by Leffmann & Beam, published by P. Blakiston's Son & Co., Philadelphia, go into the subject of food much more exhaustively than "The Mess Officers' Assistant" does.

"The Story of a Troop Mess," by the author, explains in detail the proper management of a company mess. General agents: *The U. S. Infantry Association, Washington, D. C., and The Post Exchange, Fort Wm. McKinley, P. I.* Price, 75 cents per copy, postpaid.

See the form for an order slip on page 138.

A Library and Amusement Room. A library and an amusement room, supplied with good books, magazines, papers, a billiard or pool table, and a phonograph, are a source of much pleasure and contentment.

It is customary in some organizations to conduct billiard and pool tables for profit. The establishment of company billiard and pool tables and of company barber shops, from which revenues may be derived, is authorized by G. O. 28, '11.

See the form for a pool slip on page 125.

The Quartermaster's Department will transport billiard and pool tables for companies.

Before purchasing books for a company library, it will be well to bear in mind that the average man in the company has but a fair common-school education. It takes something more than a high-school education to develop the average mind to an appreciation of the true worth of good literature. But there is one thing that the average enlisted man will be found to have developed to a remarkable degree, and that is the spirit of adventure—the spirit that induces the average man or youth to leave his home to become a soldier.

There is no reason why this spirit should not be cultivated to a greater extent by giving the men of the company books suitable to their tastes. For this reason, instead of loading up the library with ancient and modern classics, books on geography, travel, adventure, outdoor and indoor amusements, as well as short stories and good, stimulating essays, should occupy a prominent place on the library shelves. Of course, professional books must on no account be lost sight of; for what professional man would attempt to build up a library and leave out the ones most essential to his art or craft? For instance, for purposes of instruction, as well as to give the men a better taste for their profession, what better type of book on the minor operations of war could be procured than Baden-Powell's "War in Practice"? This is only one book of dozens that the average enlisted man simply craves to get hold of. There is an account of the Spanish-American War published by the Navy Department, under the title of Spanish-American War Notes, which should be in the library of every organization of the Regular Army and the National Guard. History and biography, especially *American Military History and Biography*; books about books, such as Cody's "How to Read and What to Read"; books of reference, such as Webster's Dictionary and the International Encyclopaedia, should not be forgotten in the building up of a company library.

One great advantage of having a number of professional books in the company would be to develop in the mind of the average enlisted man a greater respect for his officers and noncommissioned officers; because these very books on his own profession would make it clear to him that those placed over him must possess more than *ordinary* knowledge of their profession before they can be promoted to hold any position of authority. This reason alone should serve to cause the building up of a sort of military library, not of the books of one branch of the service either, but books belonging to all branches of the service. The very fact of the men having access to books of all branches of the service would develop in them a far greater interest in the service; they would soon learn what relation each particular branch bears to the others—what their particular roles are in time of war—how impossible it is to wage any kind of successful warfare without the co-operation of all arms, and so on. Another result, too, perhaps, would be a deeper and broader sympathy for the other arms of the service—a sympathy that would soon develop into greater intercourse, comradeship and army esprit de corps.

Books may be ordered and subscriptions to the various magazines, newspapers and periodicals may be made, through the Book Departments of the U. S. Infantry Association, Washington, D. C., and of the U. S. Cavalry Association, Fort Leavenworth, Kans. Subscriptions can thus be made at a considerable saving while at the same time enabling the association to make the jobber's regular profit.

B Athletic Apparatus. A judicious investment of the company fund in base balls, bats, dumb bells, Indian clubs, boxing gloves and other athletic goods, and the encouragement of baseball, basketball, quoits, etc., are in the interest of harmony and happiness.

C Carpenters' Tools. A chest of carpenters' tools, or any other mechanical tools and implements that will furnish occupation during leisure hours for the mechanically inclined soldiers in the company, is also a good investment. Tool chests can now generally be obtained from the Q. M. D.

REWARDS AND PRIVILEGES

D 1 Deny all passes and requests for privileges of men whose conduct is not good, and on the other hand grant to men whose conduct is good, as many indulgences as is consistent with discipline.

2 The following plan has been used with great success by one of our best known cavalry captains:

A card-index on which the company commander notes daily all delinquencies and commendatory occurrences. The reading of the delinquencies is most interesting to a man who wants a furlough or who has a complaint of harsh treatment to make against a noncommissioned officer.

EXAMPLE CARD.

SMITH, JOHN.

January 1. Refused credit at Exchange. Is to have no pass for ten days. Not much use to company so far.
 January 10. Dirty gun at Saturday morning inspection. Turned out two hours later for second inspection.
 January 30. Overstayed pass ten minutes. Reprimanded.
 February 5. Refused a furlough for five days.
 February 15. Insulting language to a N. C. O. Summary court charges.
 February 20. Above record read to him to show rating.

3 Judicious praise in the presence of the first sergeant, a few noncommissioned officers, or the entire company, depending upon circumstances, very often accomplishes a great deal. After the according of such praise, let your action toward the man show that his good conduct is appreciated and that it has raised him in your estimation, and

make him feel you are keeping your eye on him to see whether he will continue in his well doing.

4 Publication of commendatory orders, desirable special duty details, etc.

5 Promotion, and extra duty details which carry extra pay.

6 Meritorious conduct of importance should be noted in the soldier's military record and also on his discharge.

7 At the weekly company inspection, each chief of squad picks out the neatest and cleanest man in his squad—the captain then inspects the men so selected, the neatest and cleanest one being excused from one or two tours of kitchen police, or some other disagreeable duty; or given a two days' pass.

NOTE: Some officers do not think that good conduct should be especially rewarded, but that if all soldiers be held strictly accountable for their actions by a system of strict discipline, good conduct attains its own reward in the immunities it enjoys.

A Trials by Court-Martial. As stated in the Army Regulations (Par. 968, '10), commanding officers should not bring every dereliction of duty before a court for trial, but in the case of minor offenses¹ the ends of discipline can often be served fully as well, if not even better, by requiring extra fatigue or by withholding privileges, unless the soldier concerned demands a trial. This right to demand a trial must in every case be made known to the soldier.

B Some Efficacious Forms of Extra Fatigue.

1 Extra fatigue under the Q. M. sergeant or the noncommissioned officer in charge of quarters, cleaning up around and in the company quarters, scrubbing pots, scouring tin pans, polishing stoves, cutting wood, policing the rears, cutting grass, pulling weeds, polishing the brass and nickel parts in the water-closets and bath rooms, washing and greasing leather, cleaning guns, boiling greasy haversacks and polishing the brass buckles, etc., and in camp, digging drains and working around slop holes.

If the work be done well the offender may be let off sooner—if the work be not done well, he may be tried for it.

2 Men may not be allowed to leave the immediate vicinity of the barracks for periods ranging from one to ten days, during which

¹ For example, noisy or disorderly conduct in quarters; failure to salute officers, slovenly dressed at formations, rifle equipments not properly cleaned at inspection or other formations, overstaying pass, short absences without leave and absences from formations (especially for first offense.)

time they are subject to all kinds of disagreeable fatigue, and required to report to the N. C. O. in charge of quarters at stated hours.

3 Breaking rocks for a given number of days. For every man so punished, a private of the same company is detailed as a sentinel and for every four men a corporal is detailed in addition—the idea being to cause every man in each organization to take an interest in preventing his own comrades from violating rules and regulations.

4 When two soldiers get into a row that is not of a serious nature, a good plan is to set them at work scrubbing the barrack windows—one on the outside and one on the inside, making them *clean the same pane at the same time*. They are thus constantly looking in each other's faces and before the second window is cleaned they will probably be laughing at each other and part friends rather than nursing their wrath.

NOTE: Some company commanders follow, for moral effect, the practice of publishing to their companies all summary court convictions of soldiers belonging to the organization.

Withholding of Privileges.

1 Withholding of passes and of credit at the post exchange.

2 Withholding of furloughs.

Control of Drunken and Obscene Men. In order to control drunken and obscene men, they have been bucked and gagged until sufficiently sober to regain self-control and quiet down. The use of a cold water hose in such cases has been known to accomplish good results. Great care and judgment, however, should be exercised and no more force used than is absolutely necessary.

It may also be said that persistently filthy men have been washed and scrubbed.

Payment of Debts. It is neither desirable nor customary that company commanders should act as collectors of private debts owed soldiers or civilians by members of their companies. However, in the case of just, proper and lawful debts, it is customary for a company commander to use his persuasive powers to make the soldier meet his obligations. Where it is evident a soldier has contracted a debt with fraudulent intent, or that his action in the matter is such as to reflect discredit upon the character and standing of the Army, the question becomes one of conduct to the prejudice of good order and military discipline, and suitable action for payment should be

taken. In aggravated cases, charges are sometimes preferred under the 62d Article of War.

Under date of June 2, 1910, concurred in by the Secretary of War, June 6, 1910, the Judge Advocate General of the Army decided that when an enlisted man fails to pay a just debt after his attention has been drawn thereto by his company commander, it is within the authority of the latter to prefer charges against the soldier.

Saturday Morning and Other Company Inspections are intended to show the condition of the organization regarding its equipment, military appearance and general fitness for service, and the condition of the quarters as regards cleanliness, order, etc. Usually everyone except the guard, one cook, and others whose presence elsewhere can not be spared, are required to attend inspections, appearing in their best clothes, their arms and accoutrements being shipshape and spick and span in every respect.

A man appearing at inspection with arms and equipments not in proper shape, especially if he be a recruit or if it be his first offense, may be turned out again several hours later, fully armed and equipped, for another inspection, instead of being tried by summary court.

PROPERTY RESPONSIBILITY

Special attention should be given to the care and accountability of all company property.

1 All property (tents, axes, spades, chairs, hatchets, etc.), should be plainly marked with the letter of the company.

2 Keep a duplicate copy of every memorandum receipt given for property, and when such property is turned in or another officer's memorandum receipt is given covering the property, don't fail to get your original memorandum from the quartermaster.

3 See that the quartermaster gives you credit for all articles turned in, or property accounted for on statement of charges, proceedings of a surveying officer or otherwise. See Supplement, Chap. XV, Par. 97a, about statement of charges.

4 Have a settlement with the quartermaster at the end of every quarter as required by Army Regulations, taking an inventory of all property held on memorandum receipt and submitting to the quartermaster a statement of charges and a certified list of the china and glassware unavoidably broken during the quarter.

5 Keep an account of all articles issued to the men, turned in to the quartermaster, condemned, expended, lost, stolen or destroyed.

6 Worn out and unserviceable property should be submitted to the action of an inspector as soon as practicable. If the time of the annual visit of the inspector be not near at hand and such property has accumulated to such an extent as to make the case one of emergency, application may be made to the department commander for the appointment of a special inspector, in which case a copy of the Inventory and Inspection Report, duly accomplished and signed, will be forwarded with the application.

8 Property that is to be submitted to the action of a surveying officer or an inspector should always first be carefully examined by the responsible officer in person, who should be prepared to give all necessary information in regard to it.

The property should be arranged in the order of enumeration in the survey or the inventory report, and should be arranged in rows of five, ten, or some other number, so that the numbers of the various articles can be counted at a glance.

The Army Regulations require that the responsible officer shall be present at the inspection of property by a regular inspector. He should also be present when property is acted on by a surveying officer.

SALE OF CLOTHING

Company commanders sometimes have considerable trouble with soldiers selling their clothing. The following has been found very efficacious in stopping the practice:

1 Have Sections 3748 and 5438, Revised Statutes, U. S., published where they will be seen by civilians likely to buy clothing.

2 Under the supervision of the chiefs of squads, have all clothing plainly marked as soon as drawn.

3 Prohibit men from loaning any article of clothing.

4 Require the chiefs of squads to keep an accurate record of all clothing in possession of their men, verifying the same by frequent inspections.

5 Require every man to report at once to his chief of squad and then to his company commander any alleged loss of clothing.

6 Old and worn-out clothing must not be thrown away until inspected and condemned by the company commander.

(Continuation of form on page 206)

[illegible]

Note: The actual length of the side of the squares in this form should be about $\frac{1}{4}$ inch.

Designate one day each week for the condemning of clothing.

7 Every Saturday morning, after inspection, check up the clothing of two or three men selected at random.

8 Men should invariably be punished for selling, giving away, or negligently losing their clothing.

The list on the preceding pages affords a handy, convenient way of keeping a check on the clothing in the possession of the members of the company. Only such articles as are likely to be sold are given—socks, white gloves, white collars, etc., are, therefore, omitted.

"R" means received; "C" condemned (or otherwise authorized to be dropped). The amount of clothing on hand at any time may be obtained by merely subtracting the total of the "C" columns from the total of the "R" columns.

In the case here given, on January 10, 1908, Pvt. John A. Smith was issued the articles indicated; on February 15 he drew the additional articles noted; on March 1 the company commander condemned the articles stated; the amount of clothing then in Private Smith's possession is shown on the line, "On hand."

The company commander might initial all articles authorized by him to be dropped.

The clothing lists may be kept in the possession of the chiefs of squads, or in the company office, in charge of the company clerk.

"The Record of Clothing Inspection" book (Moss-Dalton) affords a simple and accurate way of keeping a check on the clothing in possession of soldiers. For sale by The U. S. Infantry Association, Washington, D. C. Price \$1.

IN THE MATTER OF THE PROCEDURE TO BE TAKEN IN SECURING EVIDENCE AGAINST PURCHASERS OF UNIFORM CLOTHING, ETC., from enlisted men, and in prosecuting such purchasers, the following steps (resulting most successfully in convictions in several cases) were pursued by Captain J. J. Bradley, 14th Infantry, Judge Advocate, Department of the Columbia:

First, it was found that the undivided attention of an officer in entire sympathy with the object and willing to heartily co-operate in the undertaking was essential, and one should be detailed on special duty for that purpose.

Second, the names and exact descriptions of the locations, of those engaged in the business of buying clothing, etc., from soldiers should be obtained, to be used when applying for Search Warrants

and Warrants of Arrest. This information may be obtained by inquiries among company commanders, enlisted men and civilians, by reference to records of trials by summary courts for violations of the 17th Article of War, and by passing and visiting (incog.) the places suspected.

Third, having learned who the offenders are, decide upon two or three of the principal ones for prosecution, whose convictions would have the most deterrent effect upon others.

Property owners who have something at stake should be selected rather than those who have nothing. Saloon keepers should be avoided, if possible. The conviction of two or three well selected, vigorously prosecuted habitual offenders will be more effective in breaking up the traffic than attempts at conviction of a number of doubtful or occasional offenders.

Fourth, if the offender is positively known to have certain clothing that can be identified as having been unlawfully purchased by him, and the witnesses are available to testify to his having purchased it while they were in uniform, an application for a Search Warrant should be made and the clothing seized.

If the offender selected is known to have clothing unlawfully purchased, but the evidence is not available for identifying such, nor the fact of its purchase, evidence may be procured by having one or more enlisted men in sympathy with the undertaking take certain marked articles to the offender to sell or pledge to him, such sale or pledge furnishing a specific offense to set forth in the application for a Search Warrant, and the evidence of such sale can be used before both the grand jury for the indictment and the petit jury on trial.

In making the application of the Search Warrant, state the full name of the offender, give an accurate description of the premises to be searched, and give a list of all the articles of clothing, arms, accoutrements, etc., that the offender can possibly have unlawfully purchased from the soldiers or that may be found upon his premises, and seize all, but limit the prosecution to those articles that can be positively identified by witness as to who are available to testify to the offender purchasing them.

In the application for Search Warrants and Warrants of Arrests by the officer making the complaint, after specifying the particular features on which the applications are based, the following should be included: "The affiant further states that he believes that the said

..... has at divers other times than on the date above set forth, purchased other articles of clothing, etc., to wit: hats, caps, etc., etc., (naming them), from soldiers in the military service of the United States contrary to law." This is very important.

Fifth, to obtain the Search Warrant. Do not apply to local or State authorities for it, but go to the United States Commissioner of the District or to the United States Judge. If there is an United States District Attorney near consult with and work through him.

Section 3748, Revised Statutes, confers a right to search, but Article IV, Amendments to the Constitution, requires that a warrant shall issue in every case of search. The Criminal Procedure of the State Code is followed, and upon probable cause, etc., the United States Commissioner or United States Judge will issue such warrants. The entire proceedings should be before the United States Court, aided by the United States District Attorney.

A charge of violating Section 5438 is a sufficient one upon which to base an application for a *Search Warrant* and *Warrant of Arrest*. Violations of other sections, such as receiving stolen property, etc., may be presented to the grand jury when asking for indictments.

Sixth, having procured the Search Warrants and Warrants of Arrest, obtain the name of the marshal or deputy who is to serve them and request him to call upon the Commanding Officer for assistance in serving the warrants. The officer making the investigation and such other officers and enlisted men as may be necessary should be detailed, also an officer designated by the Commanding Officer, to receive the property seized under Section 3748 Revised Statutes, enough being detailed to collect and guard the property until it can be removed.

When more than one place is to be searched, efforts should be made to keep the fact of searches from becoming known, and when the search is begun, of that fact reaching the other places. Make all the searches in the same day, if possible.

Immediately before making a search a soldier may be sent to the place to sell an article of clothing, so this article may be seized before it can be hidden or removed. In the execution of the search warrant the officer detailed accompanies the marshal and points out the articles to be seized, turning them over to the enlisted men to collect and guard. A receipt for all clothing seized should be given to the marshal that he may make his return on the writ.

The clothing is then taken to the post, each article tagged with the name of the party from whom seized, the date and all marks of identification found upon it, and stored in a safe place. The clothing thus seized, if properly marked, will lead to the identification of the owners.

Seventh, in the preliminary hearing before the United States Commissioner, proof of one violation of Section 5438, Revised Statutes, is sufficient.

At this time do not expose witnesses to attempts of offenders to induce them to desert or swear falsely. The identity of witnesses being kept secret as long as possible.

Eighth, to prepare the evidence for the grand jury it will be necessary to find the owners of the property seized, for use as witnesses.

In this will be experienced the greatest difficulty, even on offering immunity from trial, unless some method has been followed when issuing clothing to insure its being properly marked so it can be identified. That which can be identified as having belonged to deserters may be charged as bought from them.

A list of witnesses (civil and military), is furnished the United States District Attorney, who will cause them to be suspended.

Transportation in kind can be furnished officers and men under paragraph 75, Army Regulations, 1911.

It should be made to appear to the grand jury that the cases presented are not isolated nor rare ones, but samples of what are regular and frequent practices by those accused, of buying and receiving in pledge Government property, that a considerable amount was recovered in the seizures, and that those accused knew that they were purchasing from soldiers. The clothing seized should be exhibited, and the soldier who sold the clothing as witnesses.

By consulting with the United States District Attorney, concerning the counts to be presented, information may be obtained from him as to how little evidence the grand jury will require to bring in the indictments. Even at this time it is not advisable to unduly expose witnesses.

The United States Court has decided in case of United States vs. Hart, that the clothing of the soldier while in the service is public property; and in case of United States vs. Smith, that Revised

Statutes 3748, 1242 contain a rule of evidence; that is, that the bare possession of the property of the United States is prima facie evidence that it has been sold or pledged; that is a rule which a jury has a right to construe as supplying evidence in the case.

It is not necessary to prove the soldier had no rights to sell his clothing, because it adds nothing to the declaration of the law.

The following sections of the Revised Statutes bear on this subject:

SEC. 3748. The clothes, arms, military outfits, and accoutrements furnished by the United States to any soldier shall not be sold, bartered, exchanged, pledged, loaned or given away; and no person, not a soldier, or duly authorized officer of the United States, who has possession of any such clothes, arms, military outfits, or accoutrements, so furnished and which have been the subjects of any such sale, barter, exchange, pledge, loan or gift, shall have any right, title, or interest therein; but the same may be seized and taken wherever found by any officer of the United States, civil or military, and shall thereupon be delivered to any quartermaster, or other officer authorized to receive the same. The possession of any such clothes, arms, military outfits, or accoutrements by any person not a soldier or officer of the United States shall be presumptive evidence of such a sale, barter, exchange, pledge, loan or gift.

SEC. 5438. * * * * * every person who knowingly purchases or receives in pledge for any obligation or indebtedness from any soldier, officer, sailor, or other person called into or employed in the military or naval service, any arms, equipments, ammunition, clothes, military stores, or other public property, such soldier, sailor, officer, or other person not having the lawful right to pledge or sell the same, every person so offending in any of the matters set forth in this section shall be imprisoned at hard labor for not less than one nor more than five years, or fined not more than one thousand nor less than five hundred dollars.

CAMP AND GARRISON EQUIPAGE.

Experience has shown that a company of 65 men needs about the following articles of camp equipage:

10 axes and helvcs	6 shovels, S. H.
65 bedsacks (call for 70)	6 spades
9 camp kettles (3 large, 3 small, 3 medium)	1 tent, common, complete with poles, etc.
1 desk, field	9 tents, conical wall, complete with poles, etc.
1 hand litter	65 shelter tents, with pins and poles
10 hatchets and helvcs	2 tents, wall, with flies, poles, pins, etc., complete.
10 mess pans	2 trumpets
10 pickaxes and helvcs	2 trumpet cords and tassels
65 field cots (call for 70)	15 whistles
6 shovels, L. H.	1 field range, complete

Not Strictly Necessary, but Useful in Permanent Camp

6 buckets, G. I.	1 handcart
4 ash cans	4 chairs, folding, camp
4 water barrels	1 table, folding, camp
1 portable latrine	1 lantern for each tent, if possible to get them
2 rakes, steel	1 set camp fire irons with a dozer
4 brooms, stable, hickory	"S" hooks
1 inkstand	Lots of extra canvas is very desirable
2 G. I. tubs for laundry	
1 ruler	

Requisitions for Supplies. See Supplement, Chap. XV, Par. 98.

Grindstone. A small grindstone about six inches in diameter, to sharpen kitchen knives, etc., is a convenience.

Potato Parer. An economical potato parer, which not only saves time, but also wastes less of the potato than paring by hand, can be put to good use in the kitchen.

Handcart. If the company has not a handcart, effort should be made to get one from the Quartermaster's Department. A handcart is one of the greatest conveniences that a company can have. Not only is it always at hand for the transportation of rations, clothing and other supplies drawn by the company, but it can also be used continually around the company for various purposes.

RUBBER STAMPS USUALLY USED IN A COMPANY.

- (a)Indorsement
 Company "I," 24th Infantry,
 Fort Missoula, Mont.,
190
- (b)



(For other stamps, see pages 100C and 244).

(c)

PROPERTY OF Co. "A," 24th Infantry.

Used for stamping company property.

(d)

CO. "A," 24TH INFANTRY, FORT MISSOULA, MONT.

Used mostly on envelopes.

ORDERS.

The following are the usual forms of the company orders generally issued:

COMPANY "I", 24TH INFANTRY,
FORT MISSOULA, MONT., January 1, 1908.

ORDERS
No. 1.

Artificer.

Artificer John A. Smith is relieved from duty as artificer, and Private Henry Jones appointed in his stead.

ROBERT E. JACKSON,
Captain, 24th Infantry, Commanding Co.

Company Clerk.

Private John A. Smith is detailed on special duty as company clerk.

Company Cook.

(a) Private John A. Smith is relieved as company cook, and Private Henry Jones appointed in his stead.

(b) The verbal orders of the company commander of November 5, 1907, appointing Private John A. Smith company cook, are confirmed and made of record.

Company Tailor

Private John A. Smith is detailed on special duty as company tailor.

First Sergeant.

First Sergeant John A. Smith is relieved as First Sergeant, and Sergeant Henry Jones is appointed in his stead.

Lance Corporal.

Private John A. Smith is appointed lance corporal.
He will be obeyed and respected accordingly.

Musician.

(a) Private John A. Smith is appointed musician.

(b) Musician John A. Smith is relieved as musician and returned to duty as private.

Quartermaster Sergeant.

Sergeant John A. Smith is relieved as Quartermaster Sergeant, and Sergeant Henry Jones detailed in his stead.

THE COMPANY FUND

Different officers entertain different opinions as to the management of the company fund.

See Supplement, Chap. XV, Par. 100.

While the fund should be economically administered, it is not thought good policy to hoard up a large fund for the company commander's successor to spend on men who, perhaps, were not in the company when the money accrued.

The company commander should bear in mind that he is only the custodian of the company fund—it *belongs to the men of the company*.

Some company commanders follow the excellent practice of keeping the company fund book in the company office, where any member of the company who may wish to see it may do so, and of posting a statement of the fund on the company bulletin board the end of every month.

A company commander should not keep on hand more money than is necessary to meet the current cash demands that are made upon him; the bulk of the fund should be kept in the bank. In fact, the best plan is to pay everything by check.

The ordinary 6 quire, ruled, account book about 8 x 14 is a convenient size book in which to keep the company fund account and the proceedings of the company council.

Larger books are awkward and unsuitable. It is best to have the same book cover many years, like all company books.

They should be labeled on back and on front cover, latter showing years until filled, thus:

Company Council Book
and
Company Fund Account.
Company "M," 13th Infantry.
April 1, 1897, to

The Moss-Dalton Company Council Book is recommended as being by far the best book for the purpose. It is only about 4 x 8 inches, weighs but a few ounces and has the headings, usual proceedings, etc., printed. Sold by the U. S. Infantry Association, Washington, D. C. Price \$1.

Like all such books, it should open or begin with the conventional statement of what the book is, which, in this case, should be in the center of page 1, and is the same as that on front cover.

The requirements of orders, regulations, ordinary business rules, care and exactness, should be observed in keeping the accounts of company funds. The expenditures, and record of same, should receive the careful attention of the officer himself, and not be in great part turned over to any other person. Accounts are kept by months, and this certificate, "*The above account is correct and just,*" signed with name, rank, duty, date and place, should follow each month or change of custodian.

GENERAL INSTRUCTIONS

1 Par. 1242, A. R., '10, requiring that "Money accruing from the ration and savings account of an organization will be spent only for food," makes it necessary to keep the receipts and expenditures on account of the company mess separate from other funds.

2 Entries for receipts should state date of entry, from whom (person or firm), what for, for what period (in case of savings, post exchange and bakery dividends, pay from boarders, etc.), and amount. Should a receipt not be for a period, but only for a single transaction, the date of the receipt also should appear, if different from the date of entry.

3 Entries for expenditures should show date of payment, to whom paid, what for, and amount; all briefly, but with essential points covered, and with care and exactness.

4 To facilitate inspection by post, or battalion commanders or others, the vouchers should be put in proper shape and filed in proper order. Every voucher should be folded to convenient size for handling, being pasted on proper size paper, if necessary, and indorsed; for instance, thus on the first fold:

No. 6
JANUARY 7, 1911,
\$50

5 There should be a voucher for all moneys received, from whatever source, and for all moneys expended. For example, in the case of company pool collections, when the money is turned over to the company commander, a voucher of this tenor should also be turned in:

Madison Barracks, N. Y.,

January 7, 1911

Turned over to Capt. John Smith, fifty dollars (\$50), collections from the company pool table for December.

H. A. JONES,

Q. M. Sergt. Co. "C." 24th Infantry.

Under rare circumstances, especially in the field, it sometimes happens that it is not practicable to get a receipt for money expended. In such case the officer should certify to the expenditure, using his certificate as a voucher.

Caution: When receiving a company fund, always obtain from the former custodian a certified statement showing: (a) All bills that the company owes, (b) all amounts due the company, and (c) a list of outstanding checks. If the company owes no bills, if nothing is due the company, and if there are no outstanding checks, these facts should be stated. This certified statement should be made on the proper page in the company fund book.

THE ACCOUNT CURRENT

The following table shows how the company book fund should be kept and the proceedings of the company council written:

Captain John Brown, 24th Infantry, in account with the

1905	Vou.	RECEIPTS	Ration Funds		Other Funds	
June 1		Cash on hand May 31, 1905:	700	00	100	00
June 4	1	Dividend post exchange, Fort Wm. McKinley, P. I., for May, 1905			50	00
June 6	2	Board of Co. tailor, April	5	00		
June 8	3	Expenditure for typewriter Feb. 22 1904, disallowed. Letter Adj. Gen., U. S. A., March 20, 1905			20	00
June 10	4	Contribution from members of company for music rolls			10	00
June 15	5	Commissary Savings for May	27	00		
June 20	6	Dividend post bakery, Fort McDowell, Cal., for fourth quarter, 1904	25	00		
June 30	7	Dividend post bakery, Fort Wm. McKinley, second quarter, 1905	20	00		
Total			777	00	180	00

I certify, that the foregoing account for the month of June, 1905, is correct and just, and that of the amount for which I am accountable Seven Hundred Dollars, (\$700) is deposited with the Army National Bank, to the credit of the Company Fund, Co. "C," 24th Infantry, and One Hundred and Fifty-nine Dollars (\$159), in cash, is in my personal possession.

JULY 1, 1905.

JOHN A. SMITH,
Captain, 24th Infantry, Commanding.

I certify, that in accordance with the requirements of the Army Regulations I have this date inspected the foregoing account for the period from April 1, to June 30, 1905, inclusive, and find it correct with the following exceptions: None. The certificate of the company commander was examined, and the cash in his personal possession verified.

JULY 15, 1905.

S. R. HARRIS,
Major, 24th Infantry.

Company Fund of Company "C," 24th Infantry, for June, 1905.

1905	Vou.	EXPENDITURES	Ration Funds		Other Funds	
June 2	1	California Meat Market, S. F., Cal., for fresh meat as per bill dated Jan. 1, 1905	10	00		
June 10	2	John Green \$2.00, John White \$2.00, Co. cooks, extra pay for April	4	00		
June 11	3	Subsistence Dept. Stores bought May	50	00		
June 13	4	Baxter & Co., Manila, fresh vegetables, per bill dated May 15	12	00		
June 15	5	Manila News Co., periodicals, per bill dated May 30			5	00
June 20	6	John Green Co. cook, extra pay for January, 1905	2	00		
June 30	7	Marshall & Co., Manila, P. I., 3 sacks potatoes, \$6.00; 2 sacks turnips, \$4.00; 50 lbs. cabbage, \$5.00. (This because receipt, but no bill, is on hand	15	00		
June 30		Cash on hand	684	00	175	00
			777	00	180	00

MADISON BARRACKS, N. Y.,

July 1, 1905.

The company council of administration, convened by verbal orders of the company commander met this date and audited the foregoing account for the month of June, 1905, which it found correct, with proper vouchers in support of each receipt and expenditure.

The council examined the certificate of the company commander on the preceding page and verified the cash balance in his personal possession.

ROBT. E. GRANT,
2nd Lieut., 24th Intfy.
Recorder

U. S. LEE,
Capt., 24th Infantry
President.

NOTE: When the council consists of less than the three officers it is customary to note, "Only officer (or officers) on duty with company."

Transfer of Company Fund.**FORM OF RECEIPT**

MADISON BARRACKS, NEW YORK,
Jany. 1, 1911.

Received from 1st Lieut. John A. Smith, 24th Infantry, the fund of Co. "A," 24th Infantry, amounting to \$500, as follows:

Bank	\$450.00
Cash	50.00
	<hr/>
	\$500.00

James Jones,
 Captain, 24th Infantry.

To transfer a company fund that is deposited in a bank, it is merely necessary to write the cashier of the bank a letter of this tenor:

I have the honor to inform you that I have this day transferred the Company Fund, Co. "C," 24th Infantry, to Capt. John Smith, 24th Infantry, who will from now on have authority to draw against the fund.

His signature appears below.

Or, a check for the amount in the bank may be drawn in favor of, and turned over to, the relieving officer.

No purchase should ever be made by the mess sergeant or anyone else without the written authority of the company commander in every case. See page 138.

When deposited in a bank, the company fund should be deposited, for instance, as, "Company Fund, Co. 'C,' 24th Infantry," and all checks drawn against the fund should be signed, for instance—

Company Fund, Co. "C," 24th Infantry,
John A. Smith,
 Captain, 24th Infantry.

BOOKS AND RECORDS¹

The following books and records are required by Army Regulations to be kept in every company:—

1 **Morning Report** which shows the exact status of every member of the company. Changes that have occurred since the preceding reports are noted in figures and by name.

2 **Sick Report**, on which are entered the names of all enlisted men requiring medical attention and such officers as are excused from duty because of illness.

3 **Duty Roster**. A form on which is kept a record of all details for service in garrison and in the field, except the authorized special and extra duty details. For instructions regarding rosters, see "Rosters and Detachments," Manual of Guard Duty.

4 **Order File**, consisting of a file of all orders received and issued.

5 **Company Fund Book**, in which are entered all receipts to, and expenditures from the company fund, together with the proceedings of the Company Council of Administration.

6 **The Company Target Records** consist partly of a series of sheets bound by the loose-leaf plan, one for each soldier, on which are entered his record practice and qualifications for each season of his three years' enlistment. Another part of the Company Target Record is given to a record of the collective fire and the figure of merit of the company.

7 **Correspondence Book**, with index, in which is entered with ink or indelible pencil a brief of each item of correspondence in respect to which a record is necessary and a notation of the action taken thereon. (See page 97).

8 **Document File**, containing the original documents or communications when these are retained, and carbon, letter press or other legible copies of all letters, indorsements or telegrams sent with regard to same. The file also contains similar copies of all letters, indorsements or telegrams originating in the company office. (See page 97).

9 **Descriptive List, Military Record and Clothing Account**, on

¹ The "Moss-Dalton Company Records" are modern, up-to-date loose-leaf books embodying the latest ideas in record books. See Advertising Directory of Supplement.

which is kept a full description of every man, including the date of enlistment, personal description, a record of deposits, trials by court-martial, etc., also clothing allowances due soldier and amounts due U. S. for clothing drawn. The clothing account of every soldier is balanced June 30 and December 31 of each year, and when his service with an organization is terminated.

Every year the War Department publishes a general order giving the clothing allowance for the next fiscal year.

10 A Record of Sizes of Clothing for every man in the company as ascertained by measurements. See **Supplement**, Chap. XV, Par. 108.

The keeping of the following books, although not required by Regulations, will greatly facilitate and systematize company administration:—

1 Delinquency Book, in which are noted disciplinary punishments awarded by the company commander. (Cards may be used instead.)

2 Memorandum Book, in which are entered court-martial sentences, sicknesses, stoppages for losses of ordnance stores, camp or garrison equipage, and all other data necessary to make out the muster and pay rolls. (Or a card or slip may be kept for each man, all the necessary data for the muster and the pay rolls being noted thereon.)

3 Property Book, in which are entered all ordnance and quartermaster stores in the possession of the members of the company. Get from the quartermaster's department, or some other source, a blank book of suitable size and dimensions. Beginning with number one, number the pages consecutively, entering on each page alphabetically a list of the *stock kit* of a soldier, i. e.:

Quartermaster Property: Barrack Bags; Bed Sacks; Bedsteads, Iron; Card Holders; Mattresses; Mattress Covers; Mosquito Bars; Pillows; Pillow Cases; Sheets; Shelter-Tent Halves; Shelter-Tent Pins; Shelter-Tent Poles; Shelter-Tent Ropes; Trumpets; Trumpet Cords and Tassels; Trunk Lockers. **Ordnance Property:** Rifle, Caliber .30; Revolver, Cal. .38; Bayonet; Bayonet Scabbard; Adapters; Blanket Roll Straps; Canteens, Tin; Canteen Straps, Web; Canteen-Haversack Straps; Cartridge Belts, Web; Cartridge Belt Suspenders; Cartridge Boxes, McKeever; Cartridges, Cal. .30; Cartridges, Cal. .38; Cleaning Rods, Brass; Forks; Front Sight Covers; Gun Slings; Haversacks;

Knives; Meat Cans, tin; Pouch for First-Aid Packet; Revolver Holsters; Screw Drivers; Small Arms Oiler, B. & T.; Spoons; Tin Cups; Waist Belt, Russet.

Rule also a column for the signature of the soldier in whose possession the articles are. Soldiers are given company numbers corresponding to those of the pages. When a soldier's kit is turned in, a red line is drawn through his signature—when the kit is re-issued the signature of the new man appears below, thus preserving a complete history of each kit.

The number of the rifles in the company are entered consecutively in the back of the book, opposite each being the company number of the soldier to whom it is issued.

However, it is suggested that whenever practicable a "Moss-Dalton" record book to be used for this purpose. See Advertising Directory of Supplement.

THINGS OF INTEREST TO COMPANY COMMANDERS

A Marriage of Enlisted Men. There is no law to prevent the marriage of enlisted men, but when they marry without the consent of the company commander they may forfeit extra privileges which are sometimes granted to married soldiers. For instance, it may exclude the wife from residence within the garrison. (Remarks of A. G. and C. G. A. on various cases from 1884 to 1902.)

A soldier who marries without the permission of his Regimental Commander may also be denied reenlistment.

Married soldiers who are good and worthy men are usually permitted to sleep out of quarters, on or off the reservation, but attending all calls and formations; draw rations separately and occupy available vacant quarters.

B Soldier Shoemakers and Tailors. It is not seen why a soldier who happens to be a shoemaker or tailor can not justly and without cause of complaint (on part of civilians), after having performed his military duties, do outside work and take pay for it. His rights to live are just as sacred to him, and his wife and children are just as dear to him, and their support just as important to him as they should have been had he not enlisted. Besides a soldier's rate of pay is small. (Ruling of War Dept. Sept., '92.)

C Venereal Diseases. Young soldiers disabled, or about to become disabled by reason of venereal disease should be encouraged by

officers and noncommissioned officers to report sick and effect an early cure—they should be taught mildly the pernicious effects of such diseases, etc. (Surgeon General and A. G. O.)

Enlisted men who contract venereal diseases and report themselves to the post surgeon for treatment will be allowed a reasonable time for recovery, provided their previous good service and character so warrant; but men who are found to be incurable and men who fail to report for treatment will be discharged on S. C. D. (Decision Sec'y of War, Oct., '95).

Discharge for venereal diseases should not be without honor and there should be no objection to the reenlistment of a man discharged for such disease if he has entirely recovered. If it is considered in the interest of the service to discharge him rather than retain him until recovery he should be given the usual discharge on S. C. D., but there is no authority for indorsing the nature of the disease upon the soldier's discharge.

Charges Under the 32nd and 33rd Articles of War Arising Out of the Same Absence. The offenses described in the 32nd and 33rd Articles of War are not the same, and therefore, to try a soldier who was absent during a certain number of hours from his troop, battery, etc., under the 32nd Article of War, and also under a separate charge for failing to repair at the fixed time to the place of parade, etc., the parade having taken place during the time covered by the charge under the 32nd Article of War, would not be illegal.

A soldier might be absent without leave and violate the 32nd Article of War at a time when his absence would not lead to a violation of the 33rd. Where a man is absent without leave at a time when, through such absence, he misses parade or some other formation, it is an aggravation of the offense and justice would require that the punishment should be heavier. This result is obtained by charging under the 33rd Article of War as well as under the 32nd Article.

While this view applies in principle to all cases of absence without leave, in practice common sense and good judgment would lead, in the case of an extended absence, to the merging of the offense under the 33rd Article of War in the offense charged under the 32nd Article of War.—*Opinion Judge Advocate General, Sept. 6, 1905.*

Where the absence without leave is of short duration, it would therefore be entirely proper to prefer charges for absence without leave under the 32nd Article of War and for the several absences under the 33rd

Article of War. On the other hand, if the absence without leave is of extended duration, it would be better practice to omit charges for absence from the ordinary roll calls during the absence.

Crimes Against Nature. Formerly it was the policy of the War Department to discharge without honor, upon conclusive presentation of the facts, soldiers guilty of sodomy or other crimes against nature, thus avoiding the scandal of a public trial. However, the present policy is not to discharge such men without honor, but instead to bring them to trial.

"In Line of Duty." The expression "In Line of Duty" is a very comprehensive term; it does not mean a status of actual present performance of some specific military duty, but it relates to a condition under which military duty may be regularly performed, in contradistinction to a condition inconsistent with the performance of any ordinary duty—such, for instance, as the condition of being on leave of absence. It is not, therefore, necessary in order to be "In Line of Duty," that a soldier should, at the time of an injury, be engaged in the execution of a specific act of military duty, but he must not be doing something quite unconnected with duty and inconsistent with his proper military function.

"It is just to assume that all diseases contracted or injuries received while an officer or soldier is in the military service of the United States, occur in the line of duty, unless the surgeon knows first that the disease or injury existed before entering the service; second, that it was contracted while absent from duty on furlough or otherwise; or, third, that it occurred in consequence of willful neglect or immoral conduct of the sick man himself."—(*Opinion of the Surgeon General, May 11, 1893, approved by the Secretary of War.*)

Injuries received under the following conditions and through no fault or negligence of the injured, and not as a result, directly or indirectly, of any unlawful or unauthorized act were held to be "In Line of Duty":

- 1 On pass, including hunting pass.
- 2 While bicycle riding, which was indulged in as an athletic exercise.
- 3 In a game of baseball, played by permission, as part of athletic exercise.
- 4 In athletic sports properly indulged in.
- 5 While in confinement for a military offense.
- 6 While on *sick* furlough.

(NOTE: It is the practice of the War Department to consider a soldier on pass as being "In Line of Duty," but when on regular furlough as "Not in Line of Duty." However, it has been held a soldier on furlough may be "In Line of Duty," as when en route to his station, or when during his furlough he is, in compliance with orders, on his way to a place to report his whereabouts.)

Injuries received under the following conditions were held to have been received "Not in Line of Duty":

- 1 In rough play or friendly scuffle.
- 2 By the accidental discharge of a pistol, the personal property of a fellow soldier, who was at the time trying to sell it to the party injured, in violation, in fact, of a post order forbidding the use or production of arms other than those furnished by the Government.
- 3 The result of an unlawful or unauthorized act as a direct or contributory cause.
- 4 Through the soldier's gross carelessness.
- 5 Illicit fornication.
- 6 A soldier on pass assaulted a policeman and was shot.
- 7 In a civilian game of baseball outside of military reservation, while on pass, and accepting compensation for services.

(For a full discussion of the subject, see 1617-1625, Digest of Opinions of the Judge Advocate General).

Drills. Company drills naturally become monotonous. The monotony, however, can be greatly reduced by repeating the drills under varying circumstances. In the manual of arms, for instance, the company may be brought to open ranks and the officers and sergeants directed to superintend the drill in the front and rear ranks. As the men make mistakes they are fallen out and drilled nearby by an officer or noncommissioned officer. Or, the company may be divided into squads, each squad leader drilling his squad, falling out the men as they make mistakes, the men thus fallen out reporting to a designated officer or noncommissioned officer for drill. The men who have drilled the longest in the different squads are then formed into one squad and drilled and fallen out in like manner. The variety thus introduced stimulates a spirit of interest and rivalry that robs the drill of much of its monotony.

It is thought the instruction of a company in drill is best attained by placing special stress on squad drill. The noncommissioned officers should be thoroughly instructed, practically and theoretically, by one of the company officers and then be required to instruct their squads. The squads are then united and drilled in the school of the company.

Enlisted Men Taking Civil-Service Examinations. The approval of the Secretary of War is necessary before an enlisted man can take a civil-service examination. (Rule V, Par. 3, Civil-Service Rules.)

Should the applicant succeed in securing a certification for appointment, the present practice of the War Department seems to be to grant a discharge either by purchase or "in the interest of the United States," the principle evidently being that a man's service in the civil service is of more value to the Government than as an enlisted man. However, each case is considered separately and judged on its own merits.

In case of temporary absence of the Company Commander, he should leave a memorandum suggesting the character he would like to have given to men to be discharged during his absence.

A Relinquishing Command. Upon relinquishing command of a company, be sure to sign up all books. Close up all property accountability. The retained Ordnance Returns are the personal property of the company commander and may very properly be taken away by him. (Decision A. G. O. Dec. 10, 1907.) However, he must leave certified copies with the company (Cir. 84, '09).

Posting Travel Allowances on Company Bulletin Board. As a convenience and an accommodation to the members of the company, it is a good plan for the company commander to get from some paymaster the distances from the post to the various places of enlistment of the different men in the company, and post this information, together with the travel allowances, on the company bulletin board, or place it in the possession of the company clerk from whom the men may get the information when wanted. This prevents persons around the post who cash final statements, from imposing upon the soldiers in regard to travel allowances.

Cleaning Slate and Urinals. See page 477.

THE RECRUIT.¹

The life of the recruit is generally the most trying part of a soldier's career—the work and requirements being new and strange,

¹ For instruction of Coast Artillery recruits in certain subjects, see SUPPLEMENT, Chap. XV, Par. 101.

The instruction of privates in guard duty, military courtesy, outpost duty, care of arms, etc., is covered in detail in "Privates' Manual." See SUPPLEMENT, page 145.

they seem to him in many ways useless and at times even degrading. Some recruits, for instance, misunderstand the nature of the salute, and failing to see any necessity therefor, are averse to saluting officers. It should, therefore, be explained to them that in all armies of the world, all officers and soldiers are required to salute each other whenever they meet or pass, the subordinate saluting first. This salute on the part of the subordinate is not intended in any way as an act of degradation or a mark of inferiority, but it is simply a military courtesy that is as binding on the officer as it is on the private. It is a bond uniting all in a common profession, marking the fact that above them there is an authority that both recognize and obey—the Country! Indeed, by custom and by regulations, it is as obligatory on the ranking general of the army to return the salute of the recruit, as it is on the latter to give it.

The recruit is, of course, ignorant of all military matters, but he is usually willing to learn and will submit without complaint to more hours of instruction than ever afterwards in his military career. Much of his unsoldierly conduct and awkwardness—from which he frequently reaps humiliation through harsh and ill-considered correction—is the direct result of ignorance for which he is in no way responsible. He should not be left to absorb a knowledge of military propriety from contact with older soldiers (whose habits and manners in this regard too often furnish very poor examples), but his ignorance should be removed by patient and systematic instruction.

As a rule, an infantry recruit is given instruction about three hours a day for thirty days or so, before being taken up for guard, police or other duty; cavalry and artillery recruits generally require longer periods of instruction. The several daily periods of instruction should not exceed 45 minutes each—if they do, the recruit's mind will become tired and his attention will lag.

Recruits should be instructed by noncommissioned officers especially fitted for the work, who, if practicable, should be placed on such duty permanently.

The following general scheme of instruction is merely given as a guide.

FIRST TEN DAYS

Individual Instructions Without Arms. Setting-up exercises, salutes with the hand, marchings, etc.

Barrack Regulations. The regulations of the company concerning the conduct of men in barracks will be explained.

Post Orders. All post orders regarding the conduct of enlisted men will be read and explained.

A Articles of War. All provisions affecting enlisted men to be carefully explained, and the consequences of their violation made clear. Special attention to be invited to Articles 47 and 48, regarding desertion, emphasizing the disgraceful, ignominious nature of the offense, the conviction of which involves the forfeiture of the rights of citizenship and the incapacity to hold office under the United States. (Sec. 1996 and 1999, Rvd. Sts.) Conviction of desertion also forfeits all right to pension which the soldier might otherwise have. (G. O. 80, '08, page 8.)

Army Regulations. Such paragraphs as immediately affect enlisted men, especially the general requirements of governing each soldier's responsibility for the safe-keeping and care of all articles of clothing and equipment issued him.

Soldiers are forbidden by law to sell clothing issued them and anyone buying such clothing is also liable to punishment under the statute, while officers are empowered to seize summarily any government clothing or other property in the possession of civilians.

The money value of the clothing allowance and the time and manner of settlements to be explained.

Military Department and Appearance. The recruit is no longer a civilian but a soldier. He is, however, still a citizen of the United States and by becoming a soldier also he is in no way relieved of the responsibilities of a citizen; he has merely assumed in addition thereto the responsibilities of a soldier. For instance, if he should visit the adjoining town and become drunk and disorderly while in uniform, not only could he be arrested and tried by the civil authorities, but he could also be tried by the summary court at his post for conduct to the prejudice of good order and military discipline. Indeed, his uniform is in no way whatsoever a license for him to do anything contrary to law and be protected by the Government.

Being a soldier, he must conduct himself as such at all times, that he may be looked upon not only by his superior officers as a soldier, but also by the public as a man in every way worthy of the uniform of the American soldier.

Whether on or off duty, he should always look neat and clean, ever remembering that in bearing and in conversation he should be every inch a soldier—shoes must be clean and polished at all times; no chewing, spitting, gazing about, or raising of hands in ranks—he should know his drill, his orders and his duties—he should always be ready and willing to learn all he can about his profession—he should never debase himself with drink.

The subject of military deportment and appearance is covered thoroughly in *Privates' Manual*. See Advertising Directory of Supplement.

A Military Courtesies and Customs. An officer will be saluted at all times of the day and night.

Always look toward the person saluted and keep the head up.

On the approach of an officer an enlisted man will assume the position of attention and salute.

In saluting he will face the officer and keep the hand up until the salute is returned, or until it is seen that he is not observed.

When outside of barracks uncovered, salute; being seated out of doors, stand at attention and salute.

When without arms, salute with the hand farthest from the officer. Being armed with saber, not drawn, salute with the hand. If mounted, salute with the right hand.

If the saber be drawn, salute with the "present saber."

Armed with the rifle, always salute with the rifle. If on post, present arms.

Indoors, armed and uncovered, cover, stand at attention and salute.

B The Army Regulations say: "Indoors, an unarmed enlisted man uncovers and stands at attention upon the approach of an officer; he does not salute unless he addresses or is addressed by the officer." According to custom, the term "indoors" is interpreted as meaning military offices, barracks, quarters and similar places—it does not mean such places as stores, storehouses, riding halls, stables, post exchange buildings, hotels, places of amusement, depots and exhibition halls, etc. In such places an unarmed soldier remains either covered or uncovered, according to the custom of the place, and whether or not he salutes depends upon circumstances, the occasions for saluting being determined by common sense and military spirit.

For instance, an enlisted man riding in a street car, or in the act of purchasing goods in a store, or eating in a hotel, would not salute unless addressed by the officer. However, in the case of a soldier occupying a seat in a crowded street car, if he recognized a person standing to be an officer, it would be but an act of military courtesy for him to rise, salute, and offer the officer his seat.

When an officer approaches a number of enlisted men out of doors and not in ranks, the word "Attention" will be given by some one who perceives him, when all stand at attention and all salute.¹ It is customary for all to salute at or about the same instant, taking the time from the soldier nearest the officer.

When unarmed the colors are saluted by uncovering with the right hand and placing the cap on the left shoulder.

If armed, the hat is not removed. Explain the paragraph in the Army Regulations regarding the "Star Spangled Banner."

Officers are saluted, and men will salute, whether in uniform or not.

A mounted soldier dismounts before addressing an officer not mounted.

When walking with an officer always keep a pace or two to his left and, rear.

Several soldiers together in a room on the approach of an officer, the one who first sees him will command "attention," when all will uncover and arise.

The same thing will be done if several soldiers are walking together, except that they do not halt nor uncover; all salute.

Men actually at work will not stop it on the approach of an officer unless addressed by him.

A soldier will always salute an officer before and after addressing or being addressed by him.

If an officer enter a room where men are at meals "attention" will be called, upon which the men will cease eating, but will not arise.

In entering an office, knock on the door; when told to come in, enter, taking off the hat (if unarmed), close the door and remain just inside the door until asked what is wanted; then go within a

¹In some regiments it is customary for only one (a noncommissioned officer if there be one present) to salute for the group, but this is contrary to Regulations and should not be done.

short distance of the officer, stand at attention, salute and make known your request in as few words as possible. On completion, salute, face toward the door, and go out, being careful to close the door.

A In speaking to an officer use the third person, as "Does the Captain want his horse this morning?" "Private Smith would like to speak to the Captain about his furlough," etc.

(Note. After the conversation has commenced, it is not customary for the speaker to use the third person instead of the pronouns "I" and "me." However, an officer is *always* addressed in the third person and *never* as "you.")

In speaking to an officer of an enlisted man, use the proper title, as "Sergeant Smith," "Corporal Jones," "Private Wilson."

"No, sir," "Yes, sir," "I don't know, sir," etc., should always be used in answer to direct questions.

When told to do a thing by an officer, acknowledge by saying "Yes, sir," or by saluting, depending upon circumstances.

When a soldier is told to do a thing, he should always report when through to the officer giving the directions.

Never leave an officer to whom you have been ordered to report, without first ascertaining if he is through with you.

In addressing a noncommissioned officer always prefix his title. Thus, "Sergeant Smith" or "Corporal Jones."

Complaints must never be made directly to the captain unless the recruit has the captain's permission to do so, or the first sergeant refuses to have the matter reported. If dissatisfied with his food, clothing, duties, or treatment, the facts should be reported to the first sergeant, with the request, if necessary, to see the captain.

(The subject of *Military Courtesies and Customs* is covered in greater detail in "*Privates' Manual*," by the author. General agents: *The U. S. Infantry Association, Washington, D. C., and The Post Exchange, Fort Wm. McKinley, P. I.* Price, 50 cents per copy, postpaid. Liberal discount on quantity.)

B **To Deliver a Message.** When an enlisted man receives a message, verbal or written, from an officer for delivery, he will, in case he does not understand his instructions, ask the officer to repeat them, saying, for instance, "Sir, I do not understand; will the Captain please repeat?" When he has received his instructions, and understands them, he will salute, and say: "Yes, sir," execute an about face, and proceed immediately to the officer for whom the message is intended.

He will halt three or four paces directly in front of the officer, and if the officer be junior to the officer sending the message, he will say, "Sir, Captain Smith presents his compliments," etc., and then deliver the message, or, "The commanding officer presents his compliments to Lieutenant Smith and would like to see him at headquarters." If the officer sending the message be much junior to the one receiving it, the soldier will not present his compliments, but will say, for instance, "Sir, Lieut. Smith directed me to hand this letter to the Captain," or "Sir, Lieut. Smith directed me to say to the Captain," etc. As soon as the message has been delivered, the soldier will salute, execute an about face, and proceed at once to the officer who sent the message, and will similarly report to him, "Sir, the Lieutenant's message to Capt. Smith has been delivered," etc., and leave. Before leaving always ascertain whether there is an answer. See page 302D, regarding the expression, "presenting compliments."

A To Appear as a Witness Before a General Court-Martial. The uniform is that prescribed, with side arms and gloves. Proceed to the court room and remain outside. When you are notified that you are wanted, enter the room. Then take off your cap and right hand glove, and raise your right hand above your head, palm to the front, to be sworn. After the judge advocate reads the oath, say, "I do" or "So help me God." Then sit down in the chair indicated by the judge advocate. Do not cross your legs, but sit upright. When asked, "Do you know the accused? If so, state who he is," answer, "I do; Corporal John Jones, Co. 'B,' 1st Infantry." Be sure you thoroughly understand every question before you start to reply, answering them all promptly, in a loud, distinct, deliberate voice, and confining your answers strictly to the questions asked and telling all you know.

When the judge advocate says "That is all," arise, salute him, execute an about face, and leave the room.

B To be paid. As soon as the company is formed in column of files, take off your right-hand glove, and fold it around your belt in front of the right hip. When your name is called, answer "Here," promptly and in a good, clear tone; step forward at once and halt directly in front of the paymaster, who will be directly behind the table; salute him. When he spreads out your pay on the table in front of you, count it quickly, take it up with your ungloved hand, execute a left or right face and leave the room and building, unless you wish to deposit, in which

case, you will remain in the hall outside the pay room, until the company has been paid, when you enter the pay room. Men wishing to deposit money with the paymaster, will always notify the first sergeant before the company is marched to the pay table.

A Obedience is the first and most important principle to be impressed upon and inculcated into the mind of the recruit—it is the mainspring, the very soul and essence of all military duty. It is said a famous general once remarked every soldier should know three things—"First, *obedience*; second, *obedience*; third, *obedience*."

Cheerful, earnest and loyal obedience must be paid by all subordinates to the orders of their superiors.

A soldier should obey first and if aggrieved complain afterward.

B All duty should be performed cheerfully and willingly. Soldiers are sometimes required to perform duties that are not pleasant—for instance, doing guard duty on a cold, rainy night, when tired and sleepy; digging ditches or cleaning up dirt and filth that have accumulated around the barracks, kitchens, quarters, etc.; scrubbing floors, polishing stoves, cleaning knives, forks, pots, etc. However, by doing everything required of him in a cheerful manner, a soldier will soon earn the respect of his comrades and the commendation of his officers.

Privates must respect and obey their noncommissioned officers and recognize their authority under all circumstances. Even if the noncommissioned officer be at fault, this gives the private no aggressive rights. If, for instance, a noncommissioned officer should strike a private justly or unjustly, this would not give the private the right to strike back. The private should at once make complaint to the captain, who will see that justice is done him. If the principle of soldiers taking grievances into their own hands were recognized, the Army would soon become a mob.

C The recruit should be taught the different ranks of officers and noncommissioned officers, the authority they possess and the respect due them.

If in ignorance of any matter relating to his privileges or anything else, the recruit should apply to a noncommissioned officer of his company, preferably the one in charge of recruits. If not satisfied with the information thus received he should then go to the first sergeant.

SECOND TEN DAYS

Individual Instruction with Arms. Bayonet exercises, manual of arms, loadings, firings and marchings.

Nomenclature of the Rifle. The names of all the various parts of the rifle and their functions to be explained—also the manner of dismounting and assembling the same. (See pamphlet, *Description and Rules for the Management of*, issued by the Ordnance Department.)

Care of Clothing, Arms, and Other Equipment. These articles are given the recruit by the Government for certain purposes and he has, therefore, no right to be in any way neglectful and careless of them.

Arms not to be taken apart without the special permission of the company commander in each case.

Cleaning material to be purchased by soldiers—explain place and manner of purchase—only authorized preparations to be used.

It is easier to prevent than to remove rust.

Explain manner of cleaning rifle—also use of cosmic oil, pomade, emery paper and burnisher.

Oil to be used only to remove rust or after firing or when going out in damp or rainy weather. When occasion for its use has passed, it should be carefully wiped off so as not to collect dust and sand.

To remove rust, apply oil with rag and let it stand for a while so as to soften rust—weapon then wiped clean with dry rag.

To prevent dust and rust in bore, a good, strong gun string should be frequently used.

All articles of brass to be kept brightly polished.

Never put away arms and equipment before cleaning.

(The subject of Care of Clothing, Arms and Other Equipment, is covered in greater detail in Privates' Manual, by the author. General agents: The U. S. Infantry Association, Washington, D. C., and The Post Exchange, Fort Wm. McKinley, P. I. Price, 50 cents per copy, Postpaid. Liberal discount on quantity.)

Repetition of such parts of previous instruction as may be necessary.

THIRD TEN DAYS

Guard Duty. Instruction in the duties of sentinels by recitation in the Manual of Guard Duty and practical illustrations of posting sentinels, saluting on post, challenging, etc.

(The Subject of Guard Duty is thoroughly covered in the form of questions and answers, in Private's Manual, by the author. General Agents: The U. S. Infantry Association, Washington, D. C., and The Post Exchange, Fort Wm. McKinley, P. I. Price, 50 cents per copy, postpaid. Liberal discount on quantities).

INSPECTION OF BARRACKS

The Saturday morning and other formal inspections of barracks should be most thorough. Places behind brooms in corners; places behind doors and under staircases, boxes, lockers, shoes, mats, table covers, spittoons, etc. and also places on top of high shelves, vertical lockers and other similar places, should be examined for dirt—a few clothes bags should be selected at random and examined for dirty shoes, whiskey bottles, and other articles that soldiers have a way of thus hiding; all drawers, lockers, and boxes should be opened and the Morning Report, the Correspondence Book and other records laid out and opened for inspection; the interior of the ice box should be scrupulously clean and smell sweet and fresh; all rooms should be properly ventilated and all window panes clean and unbroken; a few knives, forks, spoons, cups, saucers and plates should be selected at random and closely inspected and the same should be done with a few of the cooking utensils; all faucets and toilet flushes should be tried and the stove and furnace closely inspected; the urinals and the slate slabs of the shower baths should be clean and free from all smell; all metal door knobs, faucets and other metal parts around the barracks should be properly polished. See page 177A.

CHAPTER XVI

PAPER WORK

(See "Paper Work and Correspondence," page 95.)

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

In 1896 the major general commanding the Army remarked, "There is but one safe rule for military correspondence and the transmission of orders, and that is through military channels."

A most important rule for company clerks, sergeants major and others who are charged with the execution of paper work, is, *Be systematic and always do your work as it comes up—never postpone it.*

A Correspondence between the line and the various staff bureaus should pass through the Adjutant General's Department.

Communications are signed as follows:

(a) Between officers exercising correlative commands, *e. g.*, post commanders—by the officers themselves.

(b) Between an inferior and a superior—by the inferior, the communication being addressed to the Adjutant General or the adjutant of the superior.

(c) Between a superior and an inferior in same command—by a staff officer of the former.

B Directions, instructions, orders, etc., signed by the staff officer of a general officer are signed, for example, "By command of Brigadier General Smith;" those signed by the staff officer of an officer below the rank of brigadier general are, "By order," etc.

However, this practice does not seem to be consistent, for we say "By order of the Secretary of War," and "By direction of the President."

C The expressions "Calling attention to," "Your attention is called to," etc., "The commanding officer directs that your attention be called," etc., are admonitive in character. The expressions "Inviting attention to," "Your attention is invited to," etc., "The commanding officer directs your attention be invited," etc., are not of an admonitive nature.

D The expressions, "The commanding officer desires," etc., "The commanding officer wishes," etc., are tantamount to "The commanding officer directs," etc.

A In some regiments it seems to be the practice for enlisted men to use the expression, "I would respectfully, etc.," while officers use the expression, "I have the honor," etc. In other regiments both forms are used by enlisted men.

The author does not see the force of the contention that the expression "I have the honor, etc.," should be restricted to officers, as the degree of honor in addressing correspondence to a superior is naturally inverse to the rank of the writer. For example, it would seem a greater honor for a private to have the opportunity and privilege of addressing a general than for a colonel to do so.

B Official communications and envelopes should be addressed to the OFFICE and not to the individual, thus: "The Adjutant General, Headquarters, Department of Dakota," "The Adjutant, Fort Missoula, Montana," "The Commanding Officer, Company 'A,' 24th Infantry," etc., and not to "Major John Smith, Adjutant General," etc.

So likewise should checks and postal money orders pertaining to official matters be made payable to the OFFICE and not to the individual, thus: "Pay to the order of the Chief Paymaster, Dept. of Dakota," or to "The Paymaster, Kansas City, etc."

It is astonishing how many officers fail to do this and how much trouble and annoyance it causes in the Army.

C The envelope containing G. C. M. proceedings to be forwarded to the convening authority, should be plainly marked "G. C. M. Proceedings."

D All communications intended for the action of the War Department should be addressed to "The Adjutant General, War Department, Washington, D. C."

A letter to any officer in the army addressed, "Care of The Adjutant General, U. S. A., Washington, D. C.," will be forwarded.

E Whenever writing to civilians for information of an official nature, always inclose an addressed penalty envelope for reply.

F Stamps for foreign official mail and official registered mail can be obtained from the quartermaster.

G There is a tendency in the Army to burden letters and official documents with the rank and regiment of the officers referred to in the text. It is rarely necessary in ordinary official correspondence to give more than the officer's rank and name. Thus, "Captain Smith has frequently invited attention to the needs," etc. There is no use writing, "Captain John A. Smith, 15th Cavalry, has frequently," etc. If, however, it be not perfectly evident who the officer is, his full name, rank and regiment should be mentioned once; after that his

title and last name alone need be given. In writing to a post commander concerning one of his officers, it is hardly necessary to designate the latter (certainly never more than once) by full name and regiment. In other words, ordinary official correspondence should not be burdened with the repetition of titles usual and necessary in a formal order or in court-martial proceedings.

Thus it seems almost ridiculous to write in the body of a letter:

MAJOR FRANK A. EDWARDS,
4th Cavalry,
Military Attaché,
Rome, Italy.

The address on the envelope might bear all of this; the letter itself might better commence:

MAJOR FRANK A. EDWARDS

After that "Major Edwards" is quite sufficient to designate this officer.

A It is not uncommon for officers of experience to begin an official letter addressed to another officer, with the title of the latter instead of with "Sir." Thus, an official communication to Lieutenant John R. Smith, would begin, "Lieutenant;" one to Captain Jas. A. Corbin, "Captain," and so on.

B Formerly it was quite common for officers to begin official letters to The Adjutant General of the Army, the Quartermaster General or the head of any other War Department bureau, as "General," instead of "Sir," and some few of the older officers still do so.

An officer's rank and regiment always appear below his signature in official or semiofficial communications, but not in personal letters, unless, of course, there is some reason why the officer should wish to establish his identity. For instance, in writing to dealers, in order to let them know he belongs to the Army—in writing to strangers, so as to give them the same information and thus enable them to address him by proper title in their answer—in writing to officers of the Army or civilians who may not recall him readily. In the last case the rank and regiment may be placed in parentheses.

C Some officers, and also certain editors and writers in civil life, always write out in full military titles, using the forms "General," "Colonel," etc., instead of "Gen'l," "Col.," etc., on the ground that the full spelling possesses a certain suggestion of courtesy and good form that is lacking in the abbreviation.

According to the practice of The Adjutant General's office it is considered better form to spell out titles in full in all formal communications, although sometimes, on account of their length, the words "Brigadier General," "Major General," "Lieutenant Colonel," and "Lieutenant," are abbreviated "Brig. Gen'l.," "Maj. Gen'l.," "Lieut. Col.," and "Lt.," or "Lieut.," but it is preferable to spell them out in full. Except colloquially, or sometimes in the body of a communication where the formal use of the full title would seem unnecessary, the office never uses the term "General" alone, but it is always "Lieutenant General," "Major General," or "Brigadier General."

A It is also the practice of The Adjutant General's office to omit the hyphens in the designations "Adjutant General," "Quartermaster General," "Commissary General," "Inspector General" and "Judge Advocate General" (not Adjutant-General, etc.)

B Make it an invariable rule to keep carbon or other copies of all letters, telegrams, and other official communications sent.

In forwarding letters from enlisted men, officers should verify the statements made therein.

Keep your Army Regulations posted up to date and before forwarding any paper read carefully the paragraphs on the subject and then see that all requirements are fulfilled.

Letters and indorsements requiring answers should be carefully analyzed and the constituent parts requiring answers should be answered categorically.

C A faithful compliance with the two foregoing paragraphs takes time, patience and labor, but in the long run saves much extra paper-work and trouble. It is really astonishing how many communications are returned to officers for compliance with certain indorsements or with certain paragraphs in the Army Regulations. In this connection, it may be remarked *the paragraph in the Regulations that is violated the most is the one requiring officers who forward communications to indorse thereon their approval or disapproval, with remarks.* See Supplement, Chap. XVI, Par. 112.

D The following are some of the errors most frequently committed in paper work:

1 Persons who are the first ones to receive communications, fail to brief them as required by Army Regulations.

2 Fourth-fold indorsement slips are added in the wrong place.

3 Papers that should be compared are carelessly compared or not compared at all before being submitted.

4 Court-martial charges are laid under the wrong Article of War.

5 Reports, returns, estimates, requisitions and other blanks that are prepared for an officer's signature, do not contain his rank, regiment and office held after the place for signature.

Return promptly all papers that should be returned. If directed to complete a paper, return a communication or do anything else without delay or by a certain time and if it be impossible to do so, then the office concerned should be so notified without delay, with a full explanation.

Thin, transparent paper should not be used in writing letters on which indorsements are to be placed, but should such letters be received, then before indorsing paste stiff paper on fold.

A Returns, Reports, Estimates and Requisitions. 1 Before filling out a blank form read carefully all notes thereon, and all Army Regulation paragraphs and orders on the subject.

2 All columns on forms must be filled in. When, owing to the absence of the necessary information or for any other reason, columns or headings can not be filled in, "Unknown" or a dash should be entered.

3 When periodical reports are required they should be rendered whether or not there be anything to report.

4 One or more diagonal lines should be drawn through the blank space after the last entry on estimates, requisitions and pass lists.

B Miscellaneous. 1 "INDORSEMENT" and "INCLOSURE" (not "Endorsement" and "Enclosure") are the forms used in the Army Regulations.

2 The term "Through Military Channels" is really not a definite, exact statement and should be used very rarely on papers going up.

"The Military Channel" to The Adjutant General, U. S. Army, for example, may be direct or through Department Headquarters.

There are cases, of course, where the use of the term would be proper, but they are rare.

If a paper is forwarded through military channels, saying so is useless.

3 A letter is always briefed in the first office in which it is received.

The brief is always on the first fold, which, beginning at the top, is apportioned about as follows:

(a) About 1½ inch space for office stamp of A. G. O., Div., Dep't., etc.;

(b) Office, place and date of letter;

(c) About 1 inch space;

(d) Name of writer and rank (in case of commanding officers and staff officers, only the official designation should appear);

(e) About 1 inch space;

(f) Briefest synopsis of contents (only a general idea of the subject);

(g) Remaining space, upper part for enumeration of inclosures—lower, for office marks. The inclosures should be noted serially, by number and indorsement.

When the brief is typewritten, ruling is unnecessary, but when a pen is used, *a* and *f* should be followed by a red line clear across, and *c* and *e* spaces should have a short, red line across the middle.

A 4 In making out Descriptive Lists, the following should be borne in mind:

(a) In case a noncommissioned officer is to be discharged during his absence on detached service, the company commander should note on the Descriptive List whether it is desired his warrant be continued in force upon reenlistment.

(b) When a man is transferred to another organization, evidence of previous convictions by court-martial within the last year and during the present enlistment, if any, should accompany the Descriptive List.

Also, if he has been absent without leave, the number of days absent should be noted, as not only does he forfeit his pay and his clothing allowance during such absence, but the

time must be made up, nor does the time absent count in computation of time for retirement.

(c) When men on extra or special duty are transferred to another organization at the same post, the fact, with number, date, etc., of order, should be stated.

(d) Special care should be taken to note with detail and accuracy all former service, *especially foreign service*. This information should also be noted with equal care and detail on a soldier's discharge certificate, for it affects directly a soldier's retirement after thirty years' service.

(d) Erasures of entries on a descriptive list or descriptive and assignment card are prohibited. All changes made in original entries thereon will be duly authenticated by the signature of the officer making the changes. Under no circumstances will slips of paper be pasted or attached to a descriptive list or descriptive and assignment card. (Cir. 12, 1910).

A 5 Papers made out in duplicate, triplicate, etc., are marked in the lower left-hand corner, "In Duplicate," "In Triplicate," etc.

6 In case an original paper has been lost and it becomes necessary to make another, the new one is marked "Duplicate."

B 7 Whenever a signature is copied, (Sgd.) or (Sig.) is written before the same.

C 8 When practicable, true copies of papers should be made by another officer than the one interested. A "true copy" may be made by anyone, but an "official copy" can be made only by the officer having authority to issue the order, or by an officer through whom the issuing authority may issue orders, *e. g.*, chiefs of staff, adjutants general, aids and adjutants.

9 Interlineations should be initialed by the one who makes them.

10 Papers submitted for signature should always contain the rank, regiment, and official designation below the place where the officer is to sign.

11 A clerk or anyone else who typewrites anything, should always read the paper carefully before submitting it.

12 Always compare carefully before submitting them, all papers requiring comparison.

THE MUSTER AND THE PAY ROLLS.

A Read carefully and intelligently and then comply with *all* the notes on the rolls.

Enter on the Muster Rolls, everything affecting in any way the status or record of every member of the company during the period covered.

(Note: However, only in case of sickness at date of muster, is the fact noted on the muster rolls).

Enter on the Pay Rolls, *only such facts as affect the soldiers' pay.*

These rubber stamps can be used with advantage in the preparation of the Muster and the Pay Rolls:

- | | |
|--|--|
| 1. Stop \$ per S. C. | 4. Fort Leavenworth, Kan. |
| 2. Co. B, 24th Infy. | 5. 30 MAY, 07
(Dater, for date of last payment, etc.) |
| 3. Captain Smith.
(Name of paymaster) | 6. Capt. 24th Infantry
Commanding Co. B |

See "Rubber Stamps" in Index.

For instructions regarding the preparation of the MUSTER and the PAY ROLLS, see SUPPLEMENT, Chap. XVI.

B Telegraphing. See "Telegraphing," Army Regulations.

When numbers are used in reference to dates, designation of organizations, etc., they should be written in words and not expressed in figures.

Telegrams to The Adjutant of the Army should be addressed "Adjutant General, Washington, D. C."

In the case of telegrams to the Adjutant General, the Chief Quartermaster or the Chief Commissary of a department, it is not necessary to add, "Department of—."

Such telegrams should be addressed thus, for instance: "Adjutant General, Governor's Island, New York."

The last name of the officer sending a telegram, followed by his rank, or office designation, is generally sufficient. Thus:

"Smith, lieutenant," "Harris, adjutant," "Jones, Commanding" (in case of a post or other commander.)

CHAPTER XVII

DISCIPLINE

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

Discipline may be defined as "The preservation of order, the prevention of all kinds of offenses and the faithful performance of every kind of duty without delay or interruption."—Kautz's Customs of the Service.

Drill, routine, strict attention to details, proper rewards and the invariable admonition or punishment of all derelictions of duty, are the best methods of attaining good discipline.

In maintaining discipline, it must be remembered the object of punishments should be two-fold: (a) To prevent the commission of offenses, and (b) to reform the offender. They should, therefore, in degree and character depend upon the nature of the offense. Punishment should not be debasing or illegal, and the penalty should be proportionate to the nature of the offense. If too great it tends to arouse sympathy, and foster friends for the offender, thus encouraging a repetition of the offense. A distinction, therefore, should be made between the deliberate disregard of orders and regulations, and offenses which are the result of ignorance or thoughtlessness. In the latter case the punishment should be for the purpose of instruction and should not go to the extent of inflicting unnecessary humiliation and discouragement upon the offender. In the administration of discipline the following principles should be observed:

1 Every one, officers and soldiers, should be required and made to perform their full duty. If the post commander, for instance, requires the company commanders to do their full duty, they will require their noncommissioned officers to do their full duty, and the

noncommissioned officers will in turn require the men to do the same.

2 Subordinates should be held strictly responsible for the proper government and administration of their respective commands, and all changes or corrections should be made through them.

3 Subordinates should have exclusive control of their respective commands and all orders, instructions and directions, affecting their commands, should be given through them.

4 If, in case of emergency, it be not practicable to make certain changes or corrections, or to give certain orders, instructions or directions, through the subordinates, they should be notified at once of what has been done.

5 After a subordinate has been placed in charge of a certain duty, all instructions pertaining thereto, should be given through him, and all meddling and interfering should be avoided. Interference by superiors relieves the subordinate of responsibility, and causes him to lose interest, become indifferent, and do no more than he is obliged to do.

6 The certainty of reward and appreciation for meritorious conduct, should equal the certainty of punishment for dereliction of duty.

7 It is the duty of an officer or noncommissioned officer who gives an order to see that it is obeyed; carrying out orders received by him does not end with their perfunctory transmission to subordinates—this is only a small part of his duty. He must personally see that the orders so transmitted are made effective.

8 The treatment of soldiers should be uniform and just, and under no circumstances should a man be humiliated unnecessarily or abused. Reproof and punishment must be administered with discretion and judgment, and without passion; for the officer who loses his temper and flies into a tantrum has failed to obtain his first triumph in discipline. He who can not control himself can not control others.

9 Punishment should invariably follow derelictions of duty; for the frequency of offenses depends, as a general rule, on the degree of certainty with which their commission is attended with punishment. When men know that their derelictions and neglects will be observed and reproofed, they will be much more careful than they would be otherwise—that's human nature.

10 Obedience—the cardinal principle of all discipline—may be defined as submission to the *lawful* orders of superiors. Men can not be punished for refusing to obey *illegal* orders. The question then arises, who is to judge of the legality of the order? It is evident that if all officers and soldiers are to judge when an order is lawful and when not, the captious and mutinous would never be at a loss for a plea to justify their insubordination. It is therefore an established principle, that unless an order is so manifestly against law that the question does not admit of dispute, the order must first be obeyed by the inferior, and he must only subsequently seek such redress against his superior as the law allows. If the inferior disputes the legality *before* obedience, error of judgment is never admitted in mitigation of the offense.

CHAPTER XVIII

AIDES-DE-CAMP

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

The proper performance of the duty of **AIDE-DE-CAMP**, like the proper performance of any other duty, requires work and attention to business.

A Requisites of a Successful Aide-de-Camp. A man's success as an **Aide-de-Camp**—his usefulness to his general—depends upon two things; his intelligence and professional ability, and his tact. If he combines both in a high degree his success is assured under almost all conditions; if he has only the former he will be a useful officer to a hard-working general, but not an ideal **Aide-de-Camp**; if serving with a general who occupies himself with merely routine affairs, his ability may count for little in the absence of tact. This quality, tact, is the oil which makes the official machine run smoothly, even when the parts are badly worn and ill-adjusted; it is the lubricant which diminishes the jar and friction of heavy bodies working in contact. If this quality is important to all the members of a staff, it may be said without exaggeration that the **Aide-de-Camp** is especially charged with the diffusion of its soothing influence.

B The Chief of Staff. An **Aide's** relations with his general's chief of staff often present some difficulties, especially if both are men of character and decided ideas. It is more the duty of the former than of the latter to take pains to keep these relations agreeable. An **Aide** may often keep secrets from the chief of staff, but rarely from his general; the relations of the chief of staff may be strictly official with the general—those of the **Aide** are always personal as well. A chief of staff may sometimes resent what he considers the preponderating influence of the **Aide** with the general, and, considering the

greater intimacy of the latter's relations, it is his business to avoid any such appearance of predominating influence. His tact and good sense can never be shown better than by disposing of this feeling before it becomes pronounced in the mind of any other member of the staff.

A Loyalty. It is needless to say that an Aide's loyalty should be absolute. No word or act of his should ever betray a weakness or a foible of his chief to even the most intimate friend or relative. Honor demands this as well as prudence, for the intimacy permitted him with his chief makes him the repository of a confidence which the outside world does not share.

Some generals are regarded by the public as military heroes. An Aide may find that for him, worship is replaced by admiration, respect, and love, much more lasting and useful sentiments; but he should always be very sympathetic toward the hero-worship of those more distantly placed.

It is the duty of an Aide-de-camp to study his chief's imperfections, prejudices, and foibles, if he have such, that he may the better understand, protect and serve him.

B Frankness. While it is the duty of an Aide to be agreeable, he should not descend to servility; often an Aide is called upon to say most difficult and disagreeable things to his chief. He should be sure that he is right and then not hesitate, even if he knows that his advice will be distasteful or lead to an angry outburst. The intimacy of his relations demands sometimes that he should, in loyalty, give the sort of advice which a chief of staff may not offer.

These occasions are most rare, but when they occur they should be met unflinchingly. It has been said more than once that a characteristic of General Grant's staff officers, as differing from those of several other generals, was the frank way in which they gave their opinion when asked and their freedom in differing with their chief. This is worthy of being pondered over by young Aides-de-camp. General Grant was a great and successful general; but he listened to the opinions of others even if he did not accept them; he encouraged his staff to say what they really thought rather than to agree with his own ideas.

C The General's Wife. The position of an Aide with regard to his general's wife is sometimes said to be difficult. It may be, de-

pending on the tact of all concerned. The simplest way to look at this question is that the **Aide** should be animated by a feeling of personal attachment to his chief—if he has not that feeling he ought not to remain his **Aide**; the wife, then, of that chief is preëminently the woman whom he should wish to serve in all the ways that a gentleman may serve a lady. This principle being accepted, its application is purely one of good manners and thoughtfulness on both sides.

A Duties. With the exception of the paragraphs of Army Regulations which prescribe that **Aides** or other members of the staff shall be placed in charge of small arms target practice at division and department headquarters, the Army Regulations are silent on the subject of the duties of **Aides**. The duties of **Aides** are what their chiefs make them, some generals giving their **Aides** considerable work, others requiring them to do very little.

An **Aide** is always on duty and this duty is always personal and always official. The limits of this personal and official service can not and need not be defined, since they are coincident and continuous.

This double relation of personal and official service which an **Aide-de-camp** bears to his chief is one of the most delightful imaginable between soldiers who esteem each other and one of the most instructive to a young officer serving with an able man. Whether in battle or at a ball, whether at the desk or at the table, in company or alone, an **Aide's** first thought should be his chief's safety, reputation and pleasure. Any general who continually abuses this relationship, by requiring servile attention, would find his **Aide**, if the latter was a man of character, applying for his relief. There should, however, be no failure on the **Aide's** part to promptly perform *any* service suggested by the general. Likewise should the **Aide** refrain from any expression of dislike of the duty or service suggested. An application for relief, on the grounds referred to above, should be in writing, but should contain no reference to this abuse of the relationship. If, however, the general requested a full explanation of the reasons for the application, it would not be improper for the **Aide** to inform him, in a respectful manner, of his reason for applying for relief.

B Personal Reports. Immediately upon reporting for duty, make to The Adjutant-General, U. S. A., and to the adjutant of your regiment the report required by Army Regulations and thereafter ren-

der on the last day of each month to the same offices the report required by the Regulations. See Supplement, Chap. XVIII, Par. 125.

Usefulness. As far as it is possible for one human being to think for another, an Aide should think for his chief, especially in matters of detail. An officer can not be a good Aide without initiative in thought and in action—he should cultivate and get into the habit of *doing things* without being told—he should devote time, attention and thought to anticipating the needs and wishes of his chief, making it his special business to think of things and *to do things* that will add to his chief's comfort and save him from worry and annoyance, thus relieving him from details, that his mind may be free to attend to larger matters—in short, an Aide should make himself *useful*. For instance, if going on a trip of inspection:

1 Before leaving:

(a) See that the report required by the Army Regulations is made to the next higher commander. See Supplement, Chap. XVIII, Par. 125.

(b) Make an itinerary of the proposed journey, giving the hours of arrival and departure at the principal points en route and furnish copies to the chief of staff, the adjutant general and others who should have copies.

(c) Give the necessary directions for forwarding mail.

2 Take along a railroad time table and familiarize yourself with the hours of arrival at and departure from the principal points en route.

3 If connections are to be made at any point, ascertain the hour of departure, station, etc., of the connecting train.

4 If government transportation is to be used at destination, telegraph ahead for the same.

5 If provision is to be made for meals or quarters at a post notify the commanding officer in advance of the number in the party, and if there are any ladies, that fact should be stated.

6 Look after getting the railroad transportation, street car and ferry tickets and any other transportation that may be necessary.

With some generals, when going on a journey of any kind the aide takes along enough cash to defray all expenses (transportation, meals, street car fare, tips, etc.) for both himself and his chief, and upon return to their station submits an itemized expense account to the general for reimbursement. If the aide has not enough cash available before beginning the journey, he should so inform the general.

7 See that the general's baggage is checked and properly cared for. In case there is more than one piece of baggage, note on the back of each check the article checked.

8 See that copies of the daily papers published at the principal places en route are gotten for your chief.

9 Take along in your valise:

(a) A roster of the troops of the department, and before reaching a post, look up the names of all officers there, their duties, etc.

(b) The Army Register.

(c) The latest Army List and Directory.

(d) The Army Regulations.

(e) The Drill Regulations.

(f) Official envelopes and some letter paper.

(g) Some official and ordinary telegraph blanks.

(h) Some carbon paper, a note book, fountain pen, indelible pencil, and postage stamps.

(i) A supply of the general's visiting cards.

10 In case of possible use, take along the general's personal flag.

11 After returning from a trip:

(a) Write, at the direction of the general, letters to every one who extended special courtesies to him.

(b) Make out and submit to him his mileage vouchers.

And do these things WITHOUT BEING TOLD!

Pointers

1 An Aide can not be too punctilious about the neatness and correctness of his dress.

2 Courtesy is an indispensable quality of a good Aide. In your office and everywhere else, be invariably polite and courteous to every one. An Aide should never be too busy to be courteous. Politeness costs nothing and it always brings good returns.

3 Stay as much as possible within the call of the general.

4 Cultivate thoughtfulness in all matters, especially the civilities of life.

5 In case the general has gentleman visitors, see that they get cards to all clubs of which the general is a member.

6 Carry some of the general's visiting cards in your card case.

7 Calls, etc.

(a) Make note of your chief's engagements, calls to be returned, etc., and remind him of them at the proper time.

(b) In the case of official visits, it is customary to ascertain beforehand whether the hour the general wishes to call would be agreeable to the official concerned.

(c) Always leave cards for those called on. When there is more than one person (for instance, an admiral and his personal staff, and the captain of the admiral's ship) their names should be written on the cards.

(d) When visiting a man-of-war, it is customary for the general's launch to "lay to" and every one stand while his personal salute is being fired.

(e) The general's personal flag should fly only during the time the general is *actually* aboard his launch. Consequently it should always be lowered as soon as he leaves and hoisted again as soon as he returns.

(f) In boarding a ship, the senior goes first and the junior last, and on leaving, the junior first and the senior last, so that the senior shall not be kept waiting in the launch in either case.

(g) Whenever anyone calls upon the general officially or semiofficially, accompany the caller out of the building—if his carriage or other means of transportation be near, see him to same.

8 Carry some postage stamps in your pocketbook.

9 It is perfectly proper for an Aide to invite his chief's attention to anything that may be wrong about his dress, and also to invite his attention to any social amenities or courtesies that might be overlooked. In fact, an Aide should study the shortcomings of his chief, if he have any, and see that he guards himself against them.

10 It is customary for an Aide to enter his chief's office without knocking.

Some aides address their chiefs in the third person. For example, "What does the general wish me to do in this matter?" "Is the general going to call on the admiral to-day?"

11 Familiarize yourself with the military record of your chief and be posted in matters in which he is known to be interested. If in general conversation or otherwise he should express a desire to know anything about something, or if he should seem interested in any particular subject, study it up and tell him about it at the first opportune occasion.

12 At reviews, inspections and all other formal military formations, the chief of staff, the adjutant general and the **Aides** take the relative positions prescribed in the Drill Regulations. However, on social, or semisocial occasions, the **Aides** should be next to the general.

13 If mounted, an **Aide** should always dismount when the general dismounts and should never mount before the general does.

14 It is customary for **Aides** who may be in attendance on distinguished persons to wear white gloves when in dress uniform, without side arms.

15 In presenting people at a social or official function, it is customary to stand in *the receiving line*, at the end toward which the guests approach. It is not necessary to shake hands with all guests, although it is usual to do so with persons you know. Great care should be taken to announce ALL names in a clear, distinct tone, always speaking directly at the person to whom the announcements are made.

Members of the Cabinet, and, in their own territorial jurisdiction, ambassadors, governors general, vice governors general, commanding generals, commanding admirals and other such dignitaries, are announced as, for instance, "The Secretary of War," "The British Ambassador," "The Governor General," "The Vice Governor General," "The Commanding General," "The Admiral Commanding," etc., and not as "Secretary Smith," "Governor Jones," etc.

16 Officers (except members of the staff) and others who wish to see the general, first address themselves to one of the aides (or to the chief of staff or the adjutant general) to ascertain whether it is convenient for the general to receive them.

17 It is customary for aides and other officers who may be in attendance on distinguished persons to wear white gloves when in dress uniform, without side arms.

A Correspondence. It is thought that an **Aide** in writing by the general's directions to an officer, especially to a field officer, should generally use the term "General Smith directs that you will *please* do so and so." This term is too often absent in our official correspondence; it detracts in no way from the force of the orders given and it leaves an agreeable impression of politeness in the mind of an officer of some rank addressed by a junior using his general's authority.

An ordinary letter written by the general's direction would seem best to be signed:

JOHN SMITH,
Captain, 30th Infantry,
Aide-de-Camp.

If the letter is more personal than official and the statement does not occur, "I am instructed by General Smith," etc., or "General Smith requests me to answer your letter," etc., then this signature would seem best:

JOHN SMITH,

Captain, 30th Infantry,

Aide-de-Camp to Major General Smith.

Stationery. This letterhead and envelope return-address are considered to be in good form:

HEADQUARTERS DEPARTMENT OF THE EAST
OFFICE OF THE AIDES-DE-CAMP
GOVERNOR'S ISLAND, NEW YORK

(Letterhead)

HEADQUARTERS DEPARTMENT OF THE EAST
OFFICE OF THE AIDES-DE-CAMP
GOVERNOR'S ISLAND, NEW YORK

(Envelope Return-Address)

Visiting Cards. (See also page 308.) There is no established custom regarding the form of visiting cards for **Aides-de-camp**. The following are often used and are considered in good taste.

LIEUTENANT COLONEL JAMES A. ROSS,
UNITED STATES ARMY,
AIDE-DE-CAMP TO THE LIEUTENANT GENERAL.

CAPTAIN JOHN R. SMITH,
TWENTY-FOURTH UNITED STATES INFANTRY
AIDE-DE CAMP TO MAJOR GENERAL JONES

LIEUTENANT JOHN R. SMITH,
TWENTY-FOURTH UNITED STATES INFANTRY
AIDE-DE CAMP TO BRIGADIER GENERAL JONES

(NOTE: On a visiting card it matters not whether an officer is a first or second lieutenant.

Some young officers now put on their card, for example,

Mr. John R. Smith,
United States Army.

"Mr. Smith" might be a Q. M. Sergeant, a civilian employee or anyone else connected with the army.)

CHAPTER XIX

POST ADMINISTRATION

(See "Military Reservations," page 74).

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

The proper performance of the duty of **POST COMMANDER**, like the proper performance of any other duty, requires work and attention to business.

The command of a post, like that of a company, divides itself into two kinds of duty: **Administration** and **Government**.

The administration consists in issuing orders, rendering reports and returns, submitting estimates and requisitions, the supervision of the care of Government property and the disbursement of public funds, etc.

The government includes looking after the instruction and discipline of the command, the harmony and contentment of the garrison, and exercising a general supervision over the means adopted by organization commanders for the comfort and welfare of their men.

The Commanding Officer. The senior line officer on duty at a post is called **The Commanding Officer**. He gives his orders and directions through his staff officers—mostly through the adjutant.

The **Commanding Officer** should have confidence in the members of his staff and he should make them feel he has confidence in them—a staff officer in whom he can not have confidence and whom he can not trust with details, should be relieved. If a staff officer feels his **Commanding Officer** has no confidence in him he soon becomes discouraged and disheartened and in time indifferent to his duty.

The **Commanding Officer** should surround himself with an efficient staff and then content himself with giving general instructions, leaving the details to the different members of his staff, whom he should direct in harmony with one another.

In the government of a command, the best results are obtained when the **Commanding Officer** confines himself to the exercise of a general supervision over organization commanders and other officers. If he attempt to interfere with the interior economy of organizations or to do the duty of all his subordinates by direction of details, he will find the task exceedingly difficult and the results unsatisfactory. The main duty of the **Commanding Officer** should be to make the officers under him do their full duty, holding each and every one of them strictly responsible for the proper performance of all duties. However, should organization commanders, for instance, fail to look after their organizations properly, the post commander would be justified in taking into his own hands the regulation of the interior economy of the organizations concerned. In fact, under such circumstances he should do so.

While, on the one hand, both officers and men should be held to a strict, invariable accountability of all requirements, on the other hand, they should be given every possible privilege as long as they do what is required of them. See Chapter XVII on "Discipline."

A (This plan of instruction has been tried with gratifying results: The companies are turned over entirely to their respective commanders for a certain period of time, say one or two months, the post commander requiring certain results at the end of that time, the means of attaining the end, such as the manner of instruction, the length of drills, etc., being left entirely and absolutely to the company commander, who is held strictly responsible for the result. Not only does this throw the company commander on his own responsibility, but it also encourages and develops initiative, making away, as it does, with the awful monotony of fixed, routine drills. It is a well-known fact that if men know that they *have* to drill for a certain length of time whether they drill well or poorly, they are apt to drop into perfunctoriness, while on the other hand, if they know that they will be dismissed as soon as they have done their drill or other work properly, they will take a lively interest in the work and accomplish better results in less time.)

In official matters, the **Commanding Officer** should neither fear nor love—he should do his duty as he sees it, not as others may see it.

A Although human, he should strive to rise above personal animosities and petulant matters—although strict, he should be fair and impartial. He should make his subordinates feel he shares with them their joys and sorrows. He should be considerate of the welfare, comfort and happiness of his command, doing everything he consistently can to promote harmony—such policy is not at all inconsistent with good discipline—on the contrary, it is conducive thereto. He should encourage football, baseball, dances and other forms of entertainments—especially should he encourage amusement for the soldiers during their idle hours. At some posts, as far as practicable, all drills, schools of instruction, parade, guard mounting, etc., are held in the forenoon, thus leaving the entire afternoon to the pleasure and recreation of the command.

At posts near towns and cities he should make special effort to cultivate the good will and friendship of the citizens—they are always willing to meet Army people half way. See "Relations With Civilians and National Guardsmen," page 48C.

B The Staff. While it is true that *noblesse oblige*, that rank imposes obligation, that much is rightly expected of those occupying positions of authority, it is also true that, on the other hand, those in authority are rightly entitled to proper deference, consideration and respect on the part of others. Especially is this true of staff officers toward their commanding officers.

The staff officer who, under the guise of the "gruff old soldier," of so-called "manly independence," or under any other guise, fails to pay his chief and the members of his family the deference to which they are entitled by virtue of rank, age and position, and which usage and custom accord them, has but one consistent, manly course open to him, and that is to ask to be relieved. He should not continue to enjoy emoluments and advantages at the hands of a man to whom he can not be loyal in every way; if he does so, he demeans himself in his own eyes and in the eyes of his brother officers.

There is one thing above all others that a staff officer should never do: He should never make slighting remarks about his chief or members of his chief's family. The officer who does this is totally lacking in a

sense of propriety and proclaims to the world that he is deficient in the genteel qualities that constitute the *real* officer and gentleman.

A **Parades, reviews, and other ceremonies,** usually accompanied with martial music, the presence of spectators, etc., are intended to stimulate the interest and excite the military spirit of the command. Officers and soldiers should therefore be sufficiently fond of military display, to show they take a pride in their profession.

Inspections. By Army Regulations the post commander is required to make an inspection of his command on the last day of every month. This inspection should be most rigid—he should visit and thoroughly inspect the Government quarters occupied by married soldiers, the hospital, bakery, post exchange, library, barracks, kitchens, guardhouse, sinks, quartermaster and commissary storehouses. At these inspections the **Commanding Officer** should not confine himself to fault-finding, but he should also praise what he thinks good. The natural impulse of some military men is to pick out only the flaws and never mention the good. Just praise incites ambition and emulation—continued admonition usually causes discouragement. At these monthly inspections of the command it is a good plan for the **Commanding Officer** to have the officers of every company join and accompany him after the inspection of their respective barracks and quarters.

Some commanding officers, accompanied by the surgeon, make a general inspection of premises every Sunday morning.

C **Post Noncommissioned Staff.** It is customary to show the post noncommissioned staff considerable consideration regarding quarters and privileges. They are not required to attend roll calls, and are generally allowed to leave the post for less than twenty-four hours without passes, merely reporting their departure to the officers under whose immediate direction they are, and whose duty it is to see that such ab-

sences shall not interfere with any duty. They are also given the privilege of purchasing commissary stores on pass books and keeping civilian clothing in their quarters.

The post noncommissioned staff is commanded by the adjutant.

Rules and Regulations for the Government of a Post.¹ In every post there is a multitude of things that must be regulated. Of course, different commanding officers usually regulate them differently, but this in no way affects the fundamental fact that these matters should be regulated. The ideas and methods of several commanding officers of experience and efficiency under whom the author has served are embodied in the following:

The Commanding Officer. The Commanding Officer will transact all business at his office from 9 o'clock a. m. to 12 o'clock m., except in case of emergency.

Adjutant's Office. As far as possible, all business of a routine nature connected with the adjutant's office, will be transacted at the office during the forenoon, before first sergeants' call.²

Quartermaster's Department. The quartermaster will report to the commanding officer daily, after guard mounting.

He will submit in person all estimates and requisitions.

The Quartermaster's Department will be opened during fatigue hours daily, Sundays excepted.

Organization commanders will submit their clothing requisitions on the 15th of every month.

Requisitions for clothing will not be submitted at any other time except in case of urgency, in which event the urgency will be stated.

All requests for repairs to buildings, plumbing fixtures, etc., must be made to the quartermaster at his office, either verbally or in writing. None of the employees of the Q. M. Dept. are allowed to take orders for work of any kind, except from the Q. M. office.

¹When a printing press is available, it is a good plan to publish about once a year, for the guidance and convenient reference of all concerned, an epitome of the principal general orders in force at the post.

²All orders and communications of a routine nature should be delivered in the forenoon. Officers should not have their afternoons continually interrupted by orderlies delivering orders and communications of a routine nature.

Public property in use or inventoried in the public quarters at this post, will not be removed therefrom, except by the permission of the quartermaster.

The street lamps will be cleaned and filled by 10 o'clock A. M.

The street lamps will be lit at dark and kept lit until daylight the following morning.

In case the moon rises within an hour after dark, and the night is not cloudy, the lamps will not be lit.

In case the moon rises later than an hour after dark, the lamps will be lit at dark and extinguished at moon-rise. If the night be cloudy they will burn until the dawn of day.

Commissary Department. The commissary will report to the commanding officer daily, after guard mounting.

He will submit in person his estimates and requisitions.

The sales commissary will be opened for sales to officers and enlisted men from 8 a. m. to noon and from 1 to 3 p. m., daily, except Sundays.

On Saturdays, the commissary will close at noon.

From the 29th to the last of the month, the commissary will be closed for the taking of stock.

Officers desiring to make credit purchases must send their commissary books or written orders.

Officers. Officers not in arrest or on sick report may leave the post for a period not exceeding twelve hours, without special permission from the commanding officer, provided no duty interferes and no company is left without an officer. Subalterns must first obtain permission from their company commanders. Officers desiring to absent themselves for a longer period than twelve hours must obtain permission from the commanding officer.

Before leaving the post, officers will register at the adjutant's office the hour of departure, destination and the probable hour of return.

USUAL FORM OF OFFICERS' REGISTER.

Date.	Name.	Hour of Departure.	Probable Hour of Return.	Destination.
Jan. 1	J. C. Brown	10:35 a. m.	11:30 p. m.	Montana Club, Helena

When there are two or more medical officers for duty, the post will not be left without a surgeon, except by special authority of the commanding officer.

Whenever officers' call is sounded all officers will, without delay, report at the adjutant's office.

One officer will attend retreat with every company.¹

All officers whose duty it is to attend company formations will be not more than twelve paces from their companies at the sounding of "assembly," and will observe that the men fall in properly and answer to their names in a soldier-like manner.

Officers who are members of a general court-martial or who are undergoing instruction in the Garrison School, must not apply for leave without calling attention to that fact.

In applying for leaves of absence, officers will state the number, kind, extent and dates of leave granted them during the preceding four years.

Whenever permission is requested to leave the post or to do anything else that will interfere with any duty, routine or otherwise, the fact should be stated to the commanding officer.

Whenever an organization or the guardhouse, post exchange, post bakery, or any other place is formally inspected on the last of the month, or any other time, the officer or officers responsible will be present.

The chaplain will not be required to turn out with troops for inspections, reviews, parades, muster, etc. He will, however, report to the mustering officer for muster.

A The name of every officer excused from duty on account of sickness must be entered on the appropriate sick book, and be accounted for by the surgeon on the morning report. A sick book for attached officers, not on duty with troops, will be kept at the post hospital.

¹At some posts it is customary to group the organizations and have one officer superintend the roll calls of each group. After receiving the reports of the first sergeants, he reports the result to the officer of the day. When it is practicable for one officer to so station himself so as to superintend the formation and roll calls of all the organizations, the officer of the day sometimes does this duty.

Whenever an entry is made in this book, it will be sent to the adjutant's office with the morning report.

Except in cases of emergency, when it becomes necessary for an officer to be excused on account of sickness, he will obtain such authority through a personal interview with the surgeon or one of his assistants.

Officers will not be permitted to put themselves on sick report or to report themselves for duty after having been on the sick report, except by authority of the medical officer who attends them.

An officer ordering a soldier into confinement will furnish the officer of the day with written charges before the latter verifies the prisoners after guard mounting.

In case it be impracticable to thus submit written charges, the officer will make a written or verbal report to the adjutant by 9 o'clock a. m., the day the Officer of the Day concerned marches off guard.

During military ceremonies and drills, children will not be permitted on the parade or drill grounds. During military ceremonies and drills, dogs will not be permitted on the parade or drill grounds.

All Quartermaster, Commissary and Post Exchange bills will be paid and the vouchers signed not later than the third day of the month.

Men employed to operate heating plants in officers' quarters will be thoroughly instructed in the care and management of the furnace and the officers will be held responsible for any damage resulting from negligence or mismanagement.

One of the officers living in the building set aside as bachelors' quarters, will be held responsible for the condition of the basement, the heating plant, the public hallways and stairways, the porches and the grounds and walks in the immediate vicinity. This responsibility will be taken in turn by all the officers occupying the building, in accordance with some equitable agreement between themselves. Should there be any difficulty about arranging for the assumption of responsibility, the senior officer will at once report the fact to the Adjutant and until such report is made by him he will be held responsible.

Organization Commanders. As soon as the fact of desertion is known company commanders will complete the information slips relative to deserters and send the same to the adjutant.

Immediately after reveille, first sergeants will send to the commander of the guard, the names of absentees reported to the officer of the day at 11 o'clock p. m. inspection and reveille.

In compliance with the 128th Article of War, the Articles of War will be read to every organization on January 15th and July 15th of each year. The fact that they have been read will be noted on the morning report the following day. In case January 15th or July 15th should fall on Sunday, the Articles will be read the following day.

In all barracks, the band quarters, the guardhouse, the administration building, the corral, the bakery, the quartermaster storehouse, the commissary storehouse and the exchange building, fire buckets filled with water, will be kept in convenient places.

Organization commanders will be held responsible that the quarters occupied by married men of their commands are kept clean and that the premises are properly policed.

Organization commanders and all other officers in charge of buildings will give the necessary directions forbidding all persons from allowing faucets or hydrants in any part of their barracks, stables, latrines or wash rooms, to drip unnecessarily. During excessively cold weather, water will be turned off at night.

When soldiers are arrested by the civil authorities, their company commanders will make a thorough investigation of the case, whether the men are convicted or acquitted, and charges will be preferred for any military offense that may have been committed in connection with the affair.

At first sergeants' call, the first sergeant, the drum major, and the hospital steward will proceed to the adjutant's office and get their morning report books, receive the details for guard and such other orders as the sergeant-major may have for them.¹

Recruits enlisted at this post or received in a company will be presented at the hospital for vaccination at 9 o'clock a. m. the day suc-

¹ At some posts the first sergeants, the drum major, and the hospital steward wear side arms.

ceeding their enlistment or arrival at post. Every recruit thus vaccinated will be presented at the hospital for inspection one week later, unless he shall have been sent to some other station.

Summary Court. Cases will be tried by the summary court at 9 o'clock a. m. daily except Sundays when no case, unless of an urgent nature, will be tried. When other duty prescribed by order from superior authority interferes with the sessions of the summary court at the hour prescribed, the court will try such cases as may be before it at the earliest practicable time.

Upon completion of the trial of a soldier in confinement in the guardhouse, the trial officer will send the officer of the day, by the sentinel who takes the prisoner to the guardhouse, a memorandum of the sentence of confinement; or, in case of no confinement, a memorandum to that effect and directing the release of the prisoner by order of the commanding officer.¹

In case of men in arrest tried by summary court, and there is no confinement, the summary court will release the prisoner from arrest by order of the commanding officer and direct him to report to his first sergeant for duty. In case the sentence should carry with it confinement, the summary court will order his confinement by order of the commanding officer, and notify the company commander and the officer of the day accordingly.

The summary court will give orders to the noncommissioned officer in charge relative to the disposition of the prisoners of his company who have been tried.

When an enlisted man is confined or arrested, the officer ordering the confinement or arrest will at once notify the man's company commander (A. R.) who, in the case of extra or special duty men, will notify the officer under whose direction the soldier may be working.

Should the man be confined or arrested by order of the commanding officer, the officer of the guard (or, if there be no commissioned officer on guard, then the officer of the day) will notify the company commander.

Men in arrest in quarters who are to be tried by the summary court will be reported to the trial officer by a noncommissioned officer.

¹ Should this plan be followed, the adjutant should, of course, notify the summary court at once of any man who, for any reason, should not be released in case of acquittal.

(preferably the first sergeant) wearing side arms, who will remain at the court room until the accused have been tried.

Witnesses before the summary court will wear side arms and gloves.

(This is customary only at some posts. The author is very much in favor of the practice, as it tends to add formality and solemnity to the occasion.)

Police Regulations. The police officer will report to the commanding officer daily at 9 o'clock a.m.

The police officer will make daily at least one tour of inspection of the post and see that all police regulations are enforced, reporting to the adjutant all violations thereof, as well as all defacement of Government property, broken window panes, etc.

The police sergeant will make a tour of inspection of the post every morning and every afternoon, noting all broken drains, fences, gates, etc., and have the prisoners make such repairs as they can. He will also keep the grass cut and the ground free from leaves, paper, stray rocks, brickbats, etc.

Peddlers are not to be allowed in the garrison except by authority of the commanding officer.

Dishonorably discharged soldiers will not be allowed on the reservation.

Cigars, cigarettes, old rags, paper, water, etc., will not be thrown from the barracks and other places occupied by soldiers.

Spitting on the floors and pavements is forbidden.

The company squad rooms, the sinks, the guardhouse, and all other places occupied by soldiers, will be provided with the necessary number of spittoons.

All organization commanders, the adjutant, the quartermaster, the commissary and the post exchange officer, will supply the quarters and buildings over which they have jurisdiction with fire buckets and fire axes.

The dump cart will start on its daily round at 6:30 o'clock a. m.

The administration building, the commissary, the hospital, the guardhouse, the barracks, the officers' quarters, and all other such places will be provided with barrels, boxes, or other suitable receptacles, kept in some appropriate, accessible place, in which will be placed all refuse.

These refuse receptacles will be kept covered at all times, and those used for swills will be kept on elevated platforms.

Special care and attention will be given to the cleanliness of the water-closets and bathrooms, and only toilet paper will be used in the former.

Organization commanders will be held responsible for the strict enforcement of these regulations on the premises occupied and used by their men.

All persons are directed not to throw pieces of paper on the walks or grounds or in places where they can be scattered by the wind, but to deposit such rubbish in covered boxes or barrels to be kept for that purpose, and emptied under the direction of the police sergeant.

The hitching of horses or cattle to trees or hydrants is forbidden.

Walking across the lawns is forbidden. This does not apply to children at play.

Horses and cattle must not be allowed to run loose in the limits of the garrison. This does not apply to their being taken back and forth from pasture, but they must be confined at night.

Lamp-posts and trees must not be used as signposts.

Persons wishing crates, boxes, etc., saved will store the same in their cellars or arrange with the quartermaster for their storage.

Uniform. At the payment of troops, officers and enlisted men will wear side arms.

The officer of the day and the officer of the guard will wear the uniform of the guard.

The old guard will march off in the same uniform as the new guard.

Officers in the post, when away from their quarters, will always appear in uniform, except when leaving or returning to the post, or when engaged in athletic exercises.¹

Tennis suits are authorized when playing the game and going to and from the court, at which times the overcoat or cape may be worn; but no other article of the uniform will be worn with tennis suits.

The officers' cape will not be worn at formations, and overcoats will be worn only when the call is sounded.

¹At some posts, officers are required to doff service dress and appear only in dress uniform after a certain hour in the afternoon or evening.

Barrack shoes must not be worn when away from barracks, except in athletic exercises.

All officers and enlisted men of this command when outside of barracks, will have their coats or blouses buttoned throughout. Officers noticing soldiers with coats or blouses unbuttoned will report them to their respective company commanders, who will prefer the necessary charges.

Enlisted men must not appear on the porches of their barracks without coats or blouses, or otherwise improperly dressed. First sergeants and noncommissioned officers in charge of barracks will see to the execution of this order.

Company commanders will see that the enlisted men of their organizations who are required to do fatigue duty are supplied with the fatigue uniform.

Enlisted men may wear civilian dress while on pass, but it will not be accompanied by any mark or part of the uniform.

Enlisted men will not wear civilian dress in the post, except in going from and returning to the barracks and the guardhouse on pass, nor will civilian clothing be kept in the personal possession of enlisted men, but will be kept by the first sergeant in the company storeroom.

Civilian clothing belonging to members of the hospital corps will be kept by the hospital steward in the hospital storeroom.

Members of the post, regimental and battalion noncommissioned staffs may keep their civilian clothing in their lockers.

Soldiers must at all times appear neat, tidy, and in regulation uniform, and organization commanders will be held responsible for the appearance of their men.

GUARD DUTY.

Officer of the Day. When an officer is detailed for duty as officer of the day or guard, permission to exchange his tour will not be given, except for cogent reasons, in which case permission will be obtained from the commanding officer before marching on, and the adjutant notified accordingly by the officer concerned.

Only in case of urgent necessity will an officer be allowed to leave the post after he has marched on guard.

The officer of the day will be excused from all other post duties, but when an organization commander happens to be on guard on the last day of the month, he will be present at the muster and inspection of his organization.

The officer of the day will receive the reports at the 11 o'clock p. m. inspection and at reveille, and will inspect the guard at parade and retreat.

He will in person examine all noncommissioned officers and privates of the guard at the guardhouse or some other suitable place regarding their orders, and will note in his report all who are not conversant with the same.¹

Soon after guard mounting he will inspect the guardhouse, including the cells, water-closets, bathroom, furnace room, etc., seeing that all are clean and in good order and that nothing not pertaining to the guard is present.

A He will note the following on the guard report book:

(a) Received the reports at 11 p. m. inspection and reveille. Absentees: Pvt. John Smith, Co. "A," etc., or none.

(b) Visited the guard and sentinels, from....to..... and from....to.... Pvt. John Smith, Co. "A," and etc., were not conversant with their orders, or, "All sentinels were conversant with their orders."²

(c) The noncommissioned officers and privates were examined regarding their orders and all were conversant with the same, or, Pvt. John Smith, Co. "A," and etc., were not conversant with the same.

(Note. Fires, escape of prisoners, and other similar unusual occurrences will also be noted.)

The list of prisoners will be made out under the following headings:

- (a) Military Convicts.
- (b) Garrison prisoners.
- (c) Awaiting result of trial.
- (d) Awaiting trial.
- (e) Awaiting charges.

¹ In case there is an officer of the guard, this will be done by him and he will report accordingly in the guard report book.

² At some posts a blank form embodying all this information is furnished daily with the O. D. detail.

The officer of the day will make an inspection of the post during his tour, reporting all breaches of the police regulations.

When there is no officer of the guard, the officer of the day will be responsible for the proper making out of the guard report book. He will be present when the guard and guardhouse are inspected on the last day of the month.

(NOTE. The instructions for the officer of the day should be typewritten or printed and kept in an envelope marked, "INSTRUCTIONS FOR THE OFFICER OF THE DAY. To be handed in each day to the commanding officer with the guard report book.")

Thorough familiarity with the contents of the Manual of Guard Duty is presupposed as a matter of course, and the commanding officer will expect from the officer of the day, a faithful, correct and vigilant performance of guard duty.

VISIT OF GUARD AND SENTINELS. In paragraph 55 of the Guard Manual the term "Inspect the guard and sentinels" is used, and in paragraph 56, "Visits of Inspection." Also in paragraph 55 of General Orders, No. 189, War Department, 1906, the terms "Inspect the Guard and Sentinels" and "Visit each relief" are employed, but there are no written directions as to what shall constitute a "Visit," or "Inspection of the Guard and Sentinels." Recent courts-martial for dereliction in the performance of guard duty have made evident the difference of opinion on this important point of inspection of sentinels and guards. For instance, would an officer be entitled to sign on the guard report a statement that he had "Visited Guard and Sentinels, 1:00-2:00 A. M.," when he had questioned part of the sentinels as to their orders, and merely observed others, and had gone to the guardhouse, but not turned out and inspected the remainder of the guard? Custom of the service must govern, since there are no written instructions or orders on the subject.

The custom would appear to be as follows: The words, "Visit" and "Inspect" have the same signification when applied to guard duty. The guard is visited or inspected at the guardhouse. A sentinel is inspected or visited only when walking post. The inspection or visit is made by going on his post, and questioning him as to conditions or as to orders or as to both. Merely walking in the vicinity of his post and observing the sentinel at a distance is not considered an "Inspection," or "Visit."

In the case of old and efficient sentinels it is often considered sufficient to approach, acknowledge the salute rendered and ask, "Have

you anything to report?" or "Is everything all right on your post?" If the answer to the first is "No, sir" or to the second "Yes, sir" it is sufficient.

But as a rule the sentinels are questioned:

1. As to General Orders,
2. As to Special Orders.

These may not be required in full, but sufficient is demanded to indicate that the man knows his duty. This inspection of a sentinel does not usually include an inspection of his arms. The sentinel should not be required to quit his piece.

The terms "Visiting the Guard" and "Inspecting the Guard" mean generally that the guardhouse has been visited, and the prisoners and members of the guard verified. It does not necessarily mean that the guard and prisoners have been turned out and inspected while in formation.

Persons Entitled To Inspect The Guard. The Manual of Guard Duty does not state what persons are entitled to inspect the guard, but it may be said that the commander of the guard, the officer of the day, the commanding officer, and all those who have authority to give orders to the commanding officer, have authority to inspect the guard. In the Regular Army these are the President of the United States, the Secretary of War, the Assistant Secretary of War, the Chief of Staff, the Division Commander, and the Department Commander.

The Commander of the Guard. He will see that the cells, corridors, bathrooms, water-closets and all other parts of the guardhouse are kept clean and that nothing not pertaining to the guard is present.

He will inspect the prisoners and their belongings and see that they have nothing but the barest necessities.

He will inspect shackles on prisoners at retreat and reveille.

He will report to the officer of the day at reveille.

All soldiers on pass will report their departure and return to the commander of the guard, who will not permit dirty, untidy or improperly dressed men to leave. In case of any man returning late or in a dirty or drunken condition, the fact will be noted opposite his name, in the column of "Remarks."

Men who do not take advantage of their passes will so report to the commander of the guard.

The commander of the guard will have indorsed the hours of departure and return on the pass lists and will note in the column of "Remarks" all delinquencies.

All pass lists will be turned in to the adjutant's office daily, with the Guard Report Book.

General. At first sergeants' call, the sergeant of the guard will report at the adjutant's office with the first sergeants.

Members of the guard will not change the clothing in which they marched on guard, until after retreat.

The sentinels will begin challenging at midnight.

In going to and returning from work, etc., prisoners will be marched in quick time and not allowed to straggle along.

All bedding in the guardhouse will be aired every Friday morning.

In the morning, the cooks will be awakened by the musician of the guard.

Immediately before being posted, day and night, No. 1 and the noncommissioned officer in charge of the guard will verify the prisoners.

Sentinels guarding prisoners at work, will not suffer the prisoners to get any nearer than ten paces to them.

While the prisoners are at their meals, one sentinel will be posted over the gun rack and one at the main entrance to the guard house.

All rifles not in use will be kept in the gun rack.

Every day at noon, the clock in the guardhouse will be set by the clock in the adjutant's office.

All water-closets will be kept supplied with toilet paper and no other kind of paper will be used therein.

The guard will be paraded at parade.

While the battalion is at "Parade rest," the guard will also be at "Parade rest." The rest of the time, except when the band is playing the "Star Spangled Banner," the guard will remain "At ease."

Money will not be tendered the post baker for bread, nor will the baker be permitted to receive it. Bread will be obtained by means of checks purchased from the post treasurer.

Riding, automobiling, or driving at a fast gait on the roads within the limits of the post is forbidden. Bicycle riding is prohibited on all sidewalks.

A Leaking faucets and defective plumbing will be promptly reported to the Quartermaster. See **Supplement**, Chap. XIX, Par. 126.

No firecrackers or other fireworks of any description will be fired or exploded in the post.

A Special Orders for Sentinels. The special orders for all sentinels will be typewritten or printed and posted in the guardhouse in some convenient, accessible place.

B Prisoners.¹ The prisoners will be worked under the direction of the police officer.

Prisoners serving summary court sentences will attend all drills, with their respective companies, and members of the band all rehearsals and ceremonies with the band.

Such prisoners who are at work will be returned to the guardhouse twenty minutes before the first call to dress for the formation.

After the assembly they will be marched to their company parades under guard and turned over to the first sergeants, who will return them to the guardhouse under guard immediately after drill.

Such prisoners on parole will report at the guardhouse twenty minutes before the first call to dress for the formation. After the assembly, they will report to the first sergeants of their companies, reporting their return at the guardhouse immediately after drill.

All prisoners will be returned to the guardhouse fifteen minutes before meals. Meals will be sent to the guardhouse promptly at mess calls.

The prisoners will eat at the table furnished for that purpose and will not be allowed to carry any food into the cells.

At no time will singing, loud talking or other noise be permitted amongst the prisoners, nor will they be allowed any books, smoking materials, playing cards or other means of diversion.²

Just before the prisoners are locked up for the night, they will be given an opportunity to go to the water-closet, after which a pail will be placed in every cell to be used in case of emergency during the night. After the prisoners have been locked up for the night, no one will be allowed to leave the cells.

Prisoners will be limited to the barest necessities and will be allowed to have only the following articles of clothing:

One pair shoes.	One complete suit of under wear, besides the one worn.
One campaign hat.	One towel.
One blue coat.	Two pocket handkerchiefs.
One fatigue coat.	One blanket.
One pair blue trousers.	
One pair fatigue trousers.	

¹ See Chapter XI, "The Post Prison Officer." At some posts the prisoners are worked under the direction of a prison officer and at others, under the direction of the officer of the day.

² It is also a good plan to feed prisoners on the straight ration. In short, everything should be done to make the guardhouse as disagreeable as possible—a place to be dreaded by offenders.

Additional articles in winter and rainy weather:

One poncho.	One pair fur gloves.
One pair overshoes.	One fur cap.
One overcoat.	One blanket.

Prisoners will be required to bathe as soon as possible after confinement and thereafter at least once a week.

A bath register will be kept by the commander of the guard.

SOLDIERS

Behavior, etc. Noncommissioned officers, clothed in the proper uniform of their grade, are on duty at all times and places for the suppression of disorderly conduct on the part of soldiers. If belonging to the same company as the noncommissioned officer, men guilty of disorderly conduct will be sent to their quarters in arrest until the facts can be reported to the company commander. If belonging to some other company, the noncommissioned officer ordering the arrest will report the case to the adjutant without delay.

Soldiers returning from the city at night will not create any disturbance by loud and boisterous talking, singing and laughing after entering the post limits. It is made the duty of all officers and non-commissioned officers, whether on guard or not, to take notice of any violation of this order, arrest all offenders and make proper report to post headquarters.

(Drunken, boisterous conduct on street cars, carelessness in dress, negligence about saluting and other similar delinquencies that are sometimes found amongst troops stationed near cities, can, of course, always and should always, be stopped by the post commander. Aside from the bad effect such conduct has on the discipline of a command and the annoyance it causes the lady members of the garrison, it also prejudices the civilians against the Army, and failure to stop at once and forever such a condition of affairs, merely bespeaks weakness on the part of the commanding officer.)

Men sick in quarters or otherwise excused from ceremonies (except guard mounting) will not loiter outside of their barracks during the same.

A Enlisted men are forbidden to have revolvers in their possession and to carry revolvers, razors and other such weapons.

Enlisted men will not bring intoxicating liquors on the reservation.

Men about to be discharged will secure clearances from the barber, tailor, laundryman and post exchange officer. Discharges submitted for the signature of the commanding officer must be accompanied by such clearances. (For form, see page 127).

Enlisted men going on furlough will leave their post-office address with the first sergeant before taking their departure. While on

furlough they will not be allowed to remain on the reservation and should they engage in any business discreditable to the service, their furlough will be canceled.

A Extra and Special Duty Men. As far as practicable, the working hours for men on extra and special duty will be the same as the fatigue hours. However, in case of necessity, men may be worked without regard to fatigue hours.

All extra and special duty men will attend parades and weekly and monthly inspections, and at least two drills each week, unless especially excused by the commanding officer.¹

The drills and the days on which they will attend will be determined by the company commanders.

Men on extra or special duty will not be allowed to sleep out of quarters except in urgent cases and then only by permission of the commanding officer.

At target practice men on special and extra duty will be permitted to shoot first, so as to enable them to leave the range as early as possible.

Target practice for the men attached to the band must not interfere with their attendance at guard mounting and at the band rehearsals that are held daily from 9:30 a. m. to 12 m.

B Passes.² No soldier will be allowed to leave the post, except on pass. (For forms, see page 133).

Company pass lists, with the names alphabetically arranged according to the prescribed form, will be submitted daily, with the morning report.

The number of men to be given passes will be left to the discretion of company commanders.

All soldiers on pass will report their departure and return to the commander of the guard, who will not permit dirty, untidy or improperly dressed men to leave. In case of any man returning late or in a dirty or drunken condition, the fact will be noted opposite his name, in the column of "Remarks" and the man shall not again be granted a pass for one week.

¹ In the Coast Artillery only such extra and special duty men as are designated in War Department orders can be excused from artillery drill.

² There are two general pass systems in vogue in the Army: 1. Individual Passes—Each man being given a separate pass. 2. Company Passes—The names of all men belonging to the same company being entered on the same pass list. This system is now used almost entirely.

Soldiers on pass will report their return as soon as they return to the post—they will not remain in the garrison while on pass.

The chief musician, the members of the post, regimental and battalion noncommissioned staff may leave the post by verbal permission of their immediate commanding officers.

Men who do not take advantage of their passes will so report to the commander of the guard.

Men on sick report will not be granted passes, except in case of urgent necessity.

Men on special or extra duty will have their names placed on the pass list for special and extra duty men, which must be submitted for remark to the officer under whose immediate direction they are employed, before being submitted to the adjutant's office.

The sergeant of the guard will indorse the hours of departure and return on the pass lists and will note in the column of remarks all delinquencies.

(NOTE. It is customary to grant passes for such men and such periods as company commanders think proper. Some commanding officers leave the number of men to the discretion of the company commanders, while others limit the granting of passes to a certain per cent of the company, allowing a greater percentage just after pay days and on holidays than on other days. The pass system should be just as liberal as possible.)

In some few cases, commanding officers leave the matter of passes entirely in the hands of company commanders. Each man reports to the noncommissioned officer in charge of quarters for inspection before leaving. He reports his return also to the same noncommissioned officer, who notes the time on the pass; or he may not be required to report his return to anyone, all passes being made to expire just before reveille, retreat or some other regular company roll call, which will show whether any one has overstayed his pass.)

Old Guard Pass. It is sometimes customary to give soldiers a twenty-four hours' pass after the completion of a tour of guard duty.

Correspondence. Communications referred to officers for explanation, remark, investigation, etc., will be returned to the adjutant's office within twenty-four hours after their receipt. In case this be impracticable, a verbal report of the circumstances of the case will be made before the expiration of the twenty-four hours.

Whenever called upon for information by the adjutant's office, the same will be furnished within the next twenty-four hours, unless otherwise stated.

The use of thin, manifold paper as outer folds of official communications, is prohibited. Heavier paper through which writing is not visible will be used.

Official communications for the adjutant will be delivered to the sergeant-major or placed on the adjutant's desk in the basket marked "In."

When a man on extra or special duty asks for a furlough, the request will be referred to the officer under whom he is employed before the application is sent to the adjutant.

A The Muster and the Pay Rolls. On the day of muster, the mustering officer, assisted by all available company officers, will scrutinize and compare all muster and pay rolls, in the following order:

- 1 The Hospital Corps Detachment.
- 2 The N. C. S. and Band and the Post N. C. S.
- 3 The Companies in the order of rank of their respective commanders.

Company commanders will compare their rolls before they are submitted to the mustering officer for comparison.

The rolls will be submitted for the commanding officer's signature not later than noon of the first.

The pay rolls will be returned to the adjutant's office, signed by the designated witnessing officer, immediately after payment.

B Post Library. The post library will be opened on week days from 9 a. m. to 11 a. m.; 1 p. m. to 4:30 p. m.; after supper to 9:30 p. m.; on Sundays and holidays from 10 to 11 a. m.

Officers, enlisted men and civilian employees and members of their families will be allowed to take books from the library for a period of not more than ten days, at the end of which the books must be returned. A failure to so return a book will cause suspension of the rule as relates to the offender.

Anyone desiring a book not on the shelves at the time, may register for and obtain it in his turn.

Free access to the shelves is not permitted, but all books must be removed from the shelves only by the librarian.

The librarian will enter in a book kept for the purpose, the number of every book taken out, the date of its removal, and the name of the person taking it.

The person taking a book from the library must return it and not lend or transfer it to another.

Damage to a book, or loss of it, will be charged against the person responsible for it.

Newspapers and periodicals will not be taken from the reading room.

Smoking in the reading room is prohibited.

Dogs are not allowed in the library.

Soldiers visiting the library will conduct themselves in an orderly and soldierly manner, and will not indulge in loud, boisterous or obscene language.

The Post School. A book showing the daily attendance will be kept.

The teacher who is required to care for the schoolbooks and property, will keep a book in which will be entered a list of such books and property.

The schoolroom, benches, desks, etc., will be kept clean by the janitor.

Special care will be taken regarding the proper ventilation of the schoolroom. Windows will be lowered from the top and not raised from the bottom.

Men whose names have been placed upon the rolls will be required to attend all sessions unless prevented by sickness or duty.

Absentees will be reported to the officer in charge of schools who will in turn report them to the adjutant.

During their attendance at school, the soldiers will be neatly dressed and will behave themselves in a quiet and orderly manner, paying strict attention to their studies.

Misbehavior, inattention and other violations of these regulations will be reported to the officer in charge of the school, who, if necessary, will report the matter to the adjutant.

Schoolbooks will not be removed from the schoolroom without the permission of the teacher in charge, nor will they be soiled,

marked or mutilated. The name of the soldier using a book may be written in small, plain letters near the top of the first blank page.

As far as practicable, company commanders will excuse men attending school from fatigue, kitchen police and other duties during school hours.

At school call, the men will fall in promptly on their respective company parades and be marched to the schoolroom by a noncommissioned officer, who will report them to the teacher, accounting for all absentees.

At the beginning of the school term, the officer in charge of schools will ascertain the names of all enlisted men's children of school age.¹

Parents desiring their children excused from attendance will make application to the commanding officer.

Post Bakery. It is most essential that the officer in charge should give the matter his close, personal attention, visiting the bakery daily and making a thorough inspection of everything. The inside of the trough should be kept properly scraped and perfect cleanliness should be strictly enforced. For War Dept. orders affecting the officer in charge of the post bakery, see **Supplement, Chap. XIX, Par. 127.**

In order to prevent waste and dishonesty, a close check should be kept on the baker, which may be done as follows:

1 The same number of sacks of flour (5, 10, or 15, for instance) should be purchased from the commissary on the same days of the month (10th, 20th, and 30th, for instance).

An officer of experience as post treasurer has found 22 ounces of dough weighs about 20 ounces when baked and about 18 ounces 24 hours afterwards, and that 100 pounds of flour should make from 117 to 140 pounds of bread.

Theoretically and approximately,

(a) No. lbs. flour used $\times 1\frac{1}{2}$ = No. lbs. bread produced.

(b) No. lbs. bread produced \div = lbs. flour used.

With good material and an honest baker, 100 pounds of flour should make about 133 lbs. of bread. The amount of bread made by each kind of flour should be ascertained by careful experiment and the baker should then be required to turn out bread accordingly.

2 The baker should not be permitted to do any private baking and he should be made to pay for all bread spoiled through carelessness.

3 Under no circumstances should the baker be allowed to sell bread for cash—bread tickets should be kept on sale at the post exchange or at the commissary.

¹ Usually from 6 to 21 years.

Form 44, Subsistence Dept., gives the various bakery blanks, which are:

- 66 Statement of Daily Sales.
- 67 Abstract of Flour and Bread Consumed.
- 68 Sales Ledger, Bakery.
- 69 Quarterly Statement of Bakery Transactions.
- 70 Receipt for Payment of Charge Sales of the Bakery.

CHAPTER XX

CUSTOMS OF THE SERVICE

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

Definition. "Sometimes called common law of the Army. Signifies generally a right or law not written, but established by long usage. To render a custom valid it is said the following qualities are requisite: 1, habitual or long-established practice; 2, continuance without interruption; 3, without dispute; 4, it must be reasonable; 5, certain; 6, compulsory; 7, customs must be consistent with each other. It may be said that the common law of the Army derives its force from the tacit consent of those in the service. General Kautz states that officers of the Army have certain duties to perform that are governed by certain laws, rules and regulations, which are interpreted and executed in a certain way, called 'Customs of the Service.' A knowledge of these rules of the service, and their application, constitutes the military profession, and is the true art of war. To this extent it is an exact science, and may be acquired by application and experience." (*Wilhelm's Military Dictionary and Gazetteer.*)

General. The military establishment of the United States is governed in its administration and intercourse within and without the service by rules derived from three sources, viz: First, the statutes enacted by Congress, which permit of no deviation. Second, the Army Regulations, which have the force of law; they are promulgated by the Secretary of War and may be amended, suspended or abrogated by the same power, and in cases of emergency may be neglected by independent commanders subject to subsequent approval. Third, by the subtle though no less forceful and binding code included in "**Customs of the Service**"—a code which governs in cases where law and regulations are silent and which can only be modified by drastic action or through the slow process of a change of sentiment. So powerful is "custom" that it receives legal recognition in the 84th Article of War.¹

The statute laws and the regulations are published and are so available that a knowledge of them may be acquired by any student.

¹ The oath administered to members of a court-martial.

With the "**Customs of the Service**" it is different. To acquire a knowledge of them requires long association with the military establishment and usually involves many embarrassments and chagrins. For instance, how natural it would be for an inexperienced officer to avail himself of the shelter of an umbrella, but how mortifying to receive the jibes of his comrades and the reprimand of his commanding officer—yet against the use of the umbrella by soldiers in uniform there is nothing but "custom."

Likewise, if a commanding officer should say to one of his officers, "I desire that you do so and so," or "I wish that you do so and so," and should the officer fail or refuse to do "so and so," he would be found by a court-martial as guilty of a breach of discipline as if the commanding officer had said, "I hereby order that you do so and so."

Well might an impostor succeed in passing for a member of the Army if only law and regulations were to be considered. But at every turn he would reveal to the experienced ones his fraud through the constant transgression of those subtle laws described by the comprehensive though hazy term, "**Customs of the Service**"—a code of laws so unconsciously learned, and as unconsciously practiced, that their existence is scarcely observed and of such remote antiquity that their origin is frequently lost in the misty dawn of war's beginning.

Customs of the Service are of two kinds, **Official** and **Social**, and sometimes it is not easy to differentiate between the two.

The following compilation of **Customs of the Service**, gathered from various sources, is the result of a sincere and faithful effort to cover the ground in a complete and accurate manner:

A Calling. In the Army, calls are most frequently made in the evening. Afternoon calls should not be made on week days, as you will generally interrupt and disturb people who are occupied. The dress uniform is usually worn in making social calls.

At the smaller posts the old Army custom which prescribes that everyone shall call on a visitor the first or second night after his arrival, is rigidly maintained, but at the very large posts this custom can hardly be kept up. At such posts the visitor is called upon by all those having close personal or official relations with the person visited.

When an officer is invited to call on a visitor by the host, he should be careful to do so.

See A and B, page 20, and E, page 21.

If you call at a house and the servant who answers the door bell tells you that the people are at dinner, do not go in; merely leave your name and say you will call again. To go in and wait will but interrupt, hurry and annoy those at dinner—it shows a lack of *savoir faire*.

A In small garrisons, when an officer returns from a long leave or detached service of any duration, the officers of the garrison call upon him within a day or so after his return.

An officer returning from leave or detached service calls without delay on the commanding officer and on his company commander. The uniform of the day, without side arms, is worn. If for any reason it be impracticable to get into uniform without delay, the calls are made in civilian dress, usually explaining why it was not practicable to report in uniform. The officer also officially reports his return to the adjutant at once.

B Officers who may be temporarily absent on leave or detached service should upon their return to the post call promptly on any new officers who may have joined during their absence.

The idea of a "first call," is, of course, to welcome the newcomer, to make him "feel at home;" consequently in a case like this there is no question as to who should call first.

C Whether or not an officer in the United States, who has been promoted into a regiment stationed in the Philippines and who is ordered to join the station of his command in the United States to await its arrival, should call first on the incoming officers, or whether they should call first on him, this is a matter concerning which there is considerable difference of opinion amongst the older officers. It is thought the best course to pursue in a case like this is to ascertain from the adjutant or from the commanding officer the custom in that particular command and then comply with it. If there is no established custom in the command, it is always best, especially for young officers just beginning their career, to give themselves the benefit of the doubt and call first.

D Some people coming to a place make it a rule not to accept dinner or other invitations from persons who have not yet called on them. However, there are other people who take a more broad-minded view of the matter, holding that an invitation, for instance, to break bread at one's table, is, in fact, even a greater manifestation of friendliness than a call, and they do not hesitate to accept.

It sometimes happens in the service that an officer whom you know asks you to dinner before he has called on you, and, whether or not the invitation is accepted, according to best usage you owe this officer a call and should call on him within a reasonable time.

A In small posts, officers leaving for any length of time, on leave or detached service, call on everyone to say good-bye; in large posts, they call on their intimates only.

B The Army Regulations require an officer visiting a post to call on the commanding officer and to register at the adjutant's office. However, if the visiting officer be senior to the commander, the former may send a card, in which case it becomes the duty of the commander to make the first call, but if the visiting officer be the junior he should call without delay. If the commanding officer is not at his office, the prevailing custom is to call on him at his quarters, thus making a semi-social call. When the relations between the visitor and the commanding officer are strained, it is sometimes customary for all concerned to be relieved from embarrassment by leaving a card at the adjutant's office for the commanding officer during the absence of the latter from his office.

Recent graduates of the Academy should remember that upon visiting West Point they should call at headquarters and also upon the Commandant of Cadets. They should call upon the Officer in Charge before visiting the Cadet Camp. Officers when returning to West Point after graduation should make themselves known to their former professors and instructors. Their introduction should not be, "Colonel So-and-so, do you remember me?", but preferably, "Colonel So-and-so, I am Lieutenant Brown, 21st Infantry, class of 1903." It may be said in this connection that some young officers have the foolish and annoying habit of approaching seniors who do not remember them, with some such greeting as, "You don't remember me, do you?" and then wait for the senior to guess the name. If you see, or if you have any reason to believe, that you are not remembered, you should approach the officer with these words, for instance. "Major, I am Mr. Smith, of the 24th Infantry, etc."

Graduates of West Point who may see away from the Academy any of the professors or other officers who were on duty there when such graduates were cadets, should, when practicable, go up and speak to them. Little marks of attention like this are always appreciated.

C While not required, it is courteous and proper, as well as customary, for a *civilian visiting an Army post* to pay his respects, accompanied by the officer whose guest he is, to the commanding officer at his office before the latter has called on him.

D **Calling Aboard Ship.** Sailors approach and board vessels of war by the port (left) side and gangway; officers of the Army and Militia approach and board vessels of war by the starboard (right) side and gangway. Upon boarding a ship one is received by the Officer of the Deck, or

some one else. Ask the officer who receives you for the person you wish to see and your card will be sent or you will be shown down.

If your call is made as a welcome to the port, either from your post, your mess or personally, it would be polite and proper to call on the captain as well as on the officers' mess. However, if your call is a personal one on a friend, then you are not expected to call on the captain or anyone else. See page 253 (d and f).

A New Year's Day. At some posts, on New Year's Day the officers of the command, in dress or full dress uniform with side arms, call in a body on the commanding officer to exchange the compliments of the season, the officer next in rank to the commanding officer designating the uniform, hour, place of meeting, etc. At regimental headquarters, the band plays in front of the commanding officers quarters during the call. Should an officer, through illness or some other unavoidable cause, be unable to attend, it would be perfectly proper for him to ask the adjutant or some other officer to present his regrets to the commanding officer, at the same time explaining the reason for his absence; or, the officer might with perfect propriety send his card.

It is not customary to leave cards when thus calling on the commanding officer, although it would be proper to do so.

At posts where there are two or more different arms of the service, it is customary to call on the senior officer of each arm.

However, this custom of calling on the commanding officer in a body is not now as general as it used to be. In some garrisons the officers drop in individually some time during the day at his quarters.

Some department commanders located in the capitals of States, and also some post commanders stationed near such cities, accompanied by their staff in full-dress uniform, pay their respects to the governor on New Year's Day. In the case of cities of considerable size they also sometimes call on the mayor.

B At garrisons of some size, especially a regimental headquarters, it is customary to "dance the old year out and the new one in." About 11:50 p. m., a trumpeter sounds the tattoo of the old year, and at 12 o'clock taps is sounded, immediately after which the orchestra plays the reveille of the New Year.

C The President's New Year Reception. It is customary for the President of the United States to receive on New Year's Day the officers of the Army and the Navy, the members of the Cabinet, the Diplomatic Corps, the Members of the Supreme Court of the United States, Congress-

men and others. The reception usually begins at 11 a. m. and ends about 1:30 p. m., in this order: (a) The Vice President, the members of the Cabinet, the Diplomatic Corps; (b) the members of the Supreme Court and certain others; (c) Members of Congress; (d) *Officers of the Army, Navy, Marine Corps, and Militia of the District of Columbia*; (e) The Solicitor General, assistant attorney general, assistant secretaries of departments and various other Government officials; (f) Various military societies; (g) Citizens.

It is customary for the staff officers of the Army to assemble before 11:25 a. m. at the rooms of their respective chiefs—that is, the quartermasters assemble at the office of the Quartermaster General; commissaries at the office of the Commissary General, etc. They then proceed to the office of the Chief of Staff and informally pay their respects to him.

The line officers assemble in the hall in front of the office of the Chief of Staff and pay their respects to him informally before the line is formed to proceed to the White House. The time selected by individual officers to thus pay their respects to the Chief of Staff, is when he is not occupied receiving any of the groups of staff officers from the Quartermaster's Department, the Commissary Department or any of the other staff departments. After the reception at the White House, the officers of the Army, Navy and Marine Corps, who are members of the Army and Navy Club go to the club for a buffet luncheon.

The custom of making New Year calls still obtains in Washington. It is, fact, one of the features of Washington life. The calling is generally confined between the hours of 2 and 7 o'clock p. m. Every Army officer is expected to call on the Vice President, every cabinet officer, the Chief of Staff, the Assistant Chief of Staff, The Adjutant General, and if he be a staff officer, on the chief of his bureau. It is also customary to call on the Chairman of the Military Committee of the Senate and the Chairman of the Military Committee of the House.

Officers wear the full-dress uniform and side arms at the President's reception and in making New Year calls afterwards.

A Receiving Distinguished Persons at Posts. Whenever the Secretary of War, the Chief of Staff, the department commander, or any other distinguished official visits a post, the post commander, accompanied by one or more members of his staff (all in dress or full-dress uniform with side arms), meets the visitor at the railroad station with the necessary transportation. If there be mounted troops in the command, an appropriate escort is sent to the station, whether it be on the reservation or some distance therefrom.

If there be no mounted troops in the post, foot troops are sometimes formed in line in front of the quarters where the visitor is to stop, presenting arms as soon as he reaches the line, and remaining in that position until he has alighted from his carriage. Sometimes the troops are formed, in the place stated, in single rank, one rank on each side of the road, presenting arms as described.

At the station a sergeant in dress or full-dress uniform reports to the visitor as orderly during his stay.

The firing of the salute is commenced just as soon as the visitor enters the garrison proper.

A reception, the dress, full-dress or white uniform being worn, is often given at the commanding officer's quarters, at some convenient time, and if there be any ladies in the visiting party, the ladies of the garrison are also invited to attend. This reception is sometimes followed by a formal dinner in the evening at the commanding officer's quarters. In some cases, instead of an informal reception, a formal reception and dance are given in the evening. Again, there may be no regular reception, but in order to lessen for everybody the labor of making and receiving visits, the commanding officer may designate a time when the visitor will receive the members of the garrison.

It is usually impossible for such officials during a short stay to return all calls in person and they frequently acknowledge calls made upon them by sending their cards before departing.

The commanding officer and one or more members of his staff accompany the visitor to the station.

A Complimentary Concerts. When captains or field officers are visiting at a post where there is a band, it is sometimes customary to give them an informal complimentary concert in front of their quarters after the first or second guard mount following their arrival. The same compliment is paid newly arrived brides, visiting organizations and the wives of officers reporting for duty the first time, or rejoining after long detached service. In some commands the regular weekly concert following the arrival of the person or persons in question, is given in front of their quarters, and, "Concert complimentary to Major So-and-So" (or "Captain and Mrs. So-and-So"), is printed on the program. The same practice obtains in winter when the regular weekly concerts are given in the post hall, except that the band does not play in front of the quarters.

In some regiments, especially at small posts, informal complimentary concerts are given to visiting girls and ladies.

B In some regiments the band turns out and plays for companies

arriving at or leaving the post, and at reveille on the 4th of July and the 22d of February, making a circuit of the garrison.

Titles. 1 When not on duty a lieutenant is addressed as "Mister," but when on duty, especially with troops, the title "Lieutenant" is *usually* used. Enlisted men always address lieutenants as "Lieutenant." Some officers follow the custom of using the military title when introducing lieutenants. Thus, for example, "I should like to present to you Lieutenant Smith, of the Army," thereby fixing the official identity and status of the officer. However, after the introduction the title "Mister" would be used.

2. When off duty older officers sometimes address juniors as "Smith," "Jones," etc., but this does not give the junior the privilege of addressing his senior in any other way than by his proper title. In this connection it may be added a certain amount of familiarity is necessary between seniors and juniors in social intercourse, but young officers should be exceedingly careful not to be "fresh" with their superiors just because the latter, in order to make post life harmonious and agreeable, adapt themselves to amusements engaged in by the former, or address them by their surnames.

3. Officers with the grade of captain and above, are addressed as "Captain," "Major," etc., although one sometimes hears the wives of such officers who married them when they were lieutenants, refer to them, especially in conversation with friends, as "Mister Jones," etc. It is said that with intimate friends Mrs. Grant usually referred to the General as "Mr. Grant."

4. In conversations and in nonofficial correspondence, brigadier generals, major generals and lieutenant generals, are referred to and addressed as "General." Lieutenant colonels, under the same conditions, are referred to and addressed as "Colonel." See 239C.

5. Whenever there is a difference in title, except in the case of officers that are intimate and of about the same age or length of service, the junior addresses the senior by his title. Thus lieutenants address captains as "Captain," captains address majors as "Major," etc. Some captains, irrespective of intimacy or former associations, always address majors as "Major," taking the ground that propriety demands this, because of the decided line of demarcation between the grade of major (field officer) and that of captain.

Officers of the same grade, except where there is considerable difference in age or in date of commission, generally address one another by their surnames.

6. Chaplains are addressed as "Chaplain." Chaplains of the Roman Catholic faith are sometimes addressed as "Father."

7. In speaking to the professors of the U. S. Military Academy, they are always addressed, except by the cadets, as "Colonel." The cadets address the professors as "Professor." In written communications they are addressed, for instance, as "Colonel John A. Smith, U. S. A., Professor of Modern Languages." All communications at West Point that are intended for the professors in the line of academic work, are addressed, for instance, "The Professor of Modern Languages."

West Point cadets are addressed as "Mister" in conversation and as "Cadet" in written communications.

8. Officers dismissed from the service are addressed as "Mister," and never by their former titles.

The general rule that when a man has once been entitled to a military title he never loses it, does not apply in the case of officers dismissed from the service. Such men are cut out of the service in every respect—title and all. To address a dismissed officer by his former military title serves only to remind him of his disgrace.

NOTE. When an officer is dismissed from the service for *cowardice or fraud*, it is scandalous for an officer to associate with him.—(Article of War 100).

A The prevailing custom now is to address *socially* as "Major" or "Colonel" surgeons with the rank of major, lieutenant colonel and colonel. Captains of the Medical Corps are sometimes addressed as "Captain" and sometimes as "Doctor." Lieutenants are addressed as "Doctor." Officially they are all, of course, addressed by their military titles, which have been conferred upon them by law.

In introducing surgeons dressed in civilian clothes, some officers use this form of introduction: "I would like to present to you Major Jones, of the Medical Corps."

B There is no uniform custom regarding the use of titles in the Organized Militia. The subject may be summed up as follows:

Officers of the rank of captain and above are usually addressed by their titles by other military men and by civilians who are punctilious about matters of military etiquette. However, there are many civilians who always address National Guard officers as "Mister."

Some National Guard officers in introducing another officer of the Guard at a social function or elsewhere, would address the officer by his military title, while others would not.

A good form of introduction in presenting a National Guard officer, is, for instance, "*I would like to present to you Captain Smith, of the 7th New York.*" The identity of the person introduced is thus fixed, and he is not confused with an officer of the Regular Army, Marine Corps or Navy.

C Officers who have held volunteer commissions of grades higher than those they have in the regular army, are sometimes addressed *socially* by the titles of their volunteer rank. For instance, a captain who held the volunteer commission of colonel or lieutenant colonel during the Spanish-American War is sometimes addressed *socially* as "Colonel." Likewise, officers who have been breveted, or who have

held temporarily rank higher than that which they actually have, are sometimes addressed by the title of their brevet or former higher rank. However, the custom of thus addressing officers is not as general as it was before the Spanish-American war—in fact, it is quite rare.

A Ex-volunteer officers above the rank of captain in civil life, are addressed by their titles. However, this practice does not seem to obtain so generally in the case of captains.

B All officers who have served during the war with Spain, or since, as officers of the Regular or Volunteer Army of the United States, and have been honorably discharged from the service by resignation or otherwise, shall be entitled to bear the official title, and, upon occasions of ceremony, to wear the uniform of the highest grade they have held by brevet or other commission in the regular or volunteer service. Act of Congress, approved Feby. 2, 1910, and published in G. O. 9, '01. The veterans of the Civil War are by law entitled to the same privilege.

C Noncommissioned officers are addressed as "Sergeant" and "Corporal," while privates, cooks, artificers, musicians, etc., are addressed as "Smith," "Jones," etc.

D Lance corporals are addressed as "Corporals." Sergeants major, quartermaster sergeants, commissary sergeants, ordnance sergeants and color sergeants are addressed as "Sergeant."

E In speaking to an officer of an enlisted man, a soldier uses the proper title. Thus, "Sergeant Smith," "Corporal Jones," "Private Wilson."

F Although chief musicians are enlisted men, having the same rank as regimental quartermaster and regimental commissary sergeants, it is customary to address them as "Mister."

G The title of "Steward" no longer exists officially, the grade of Hospital Steward having been superseded by that of Sergeant (1st class).

H Noncommissioned staff officers of the Coast Artillery are addressed as follows: Master electricians, as "Electrician;" Engineers, as "Engineer;" electrician sergeants (1st and 2nd class), as "Sergeant;" master gunner, as "Gunner;" fireman, as "Fireman." (G. O. 21, '08.)

Master Signal Electricians are addressed as "Sergeant."

I The word "soldier," in conversation and in writing, is generally used in contradistinction to the term "officer." Soldiers are usually spoken of as "enlisted men."

J 1. In the Navy officers with the rank of commander and above are addressed socially by naval titles, while those with the rank of lieutenant commander and below are addressed as "Mister."¹ For example, admirals, vice admirals² and rear admirals are addressed as "Admiral;"

¹Of course, officially every officer is entitled to be addressed by his naval title. In official correspondence they are always so addressed.

²There are no admirals and vice admirals in the Navy today. Admiral Dewey is by law, "*The Admiral of the Navy*."

commodores, as "Commodore" (grade no longer exists on active list); Captains as "Captain;" commanders, generally as "Captain," but sometimes as "Commander;" lieutenant commanders, lieutenants and ensigns, as "Mister."

2. Any officer in command of a ship of whatever size or class is, while exercising such command, addressed by courtesy as "Captain," especially by those serving on the ship.

3. Paymasters, past assistant paymasters and assistant paymasters are addressed either as "Paymaster" or "Mister"—generally as "Paymaster."

4. Assistant surgeons (with rank of junior lieutenant), past assistant surgeons (lieutenant), surgeons (lieutenant commander), medical inspectors (commander) and medical directors (captain), are addressed as "Doctor."

The Surgeon General of the Navy on more or less formal occasions is addressed as "Surgeon General;" informally he is generally addressed as "Doctor."

The information contained in this section has been corroborated by the Surgeon-General's Office, U. S. Navy.

5. Naval constructors and assistant naval constructors are addressed as "Mister."

6. Chaplains are addressed as "Chaplain," Roman Catholic chaplains being often addressed as "Father."

7. In introducing officers below the rank of commander quite a number of officers follow the very sensible practice of using naval titles, thus fixing the official identity and status of those presented. For example: Lieutenant Commander Smith, Lieutenant Smith, Ensign Smith, Midshipman Smith, Assistant Surgeon Smith, Past Assistant Surgeon Smith, Surgeon Smith, Medical Inspector Smith, Medical Director Smith. However, after the introduction they would be addressed as stated above. In introducing captains and lieutenants of the Navy, "of the Navy" should always be added after the name, thus indicating that they belong to the Navy and not the Army, Marine Corps or National Guard. Likewise in introducing officers of the Marine Corps, "of the Marine Corps" should be added after the name.

8. Midshipmen at the Naval Academy are addressed as "Mister."

Midshipmen for two years after leaving the Naval Academy are still called "Midshipmen" officially and sometimes but not often, "Passed Midshipmen" colloquially.

9. *Chief Warrant Officers.* The Chief Boatswain, Chief Gunner,

Chief Carpenter, Chief Sailmaker, Chief Machinist, and Chief Pharmacist are commissioned officers, having commissions with the rank of ensign signed by the President. They rank with but after ensigns and are addressed as "Mister." There is no corresponding grade in the Army.

10. *Warrant Officers.* Boatswain, Gunners, Carpenters, Sailmakers, Machinists, and Pharmacists hold warrants or appointments signed by the Secretary of the Navy and are addressed always as "Mister."

What has been said regarding the use of titles in the United States Navy applies in general to the navies of all other nations.

A The relative rank between officers of the Army and Navy is as follows: General with *admiral*; lieutenant general, *vice admiral*; major general, *rear admiral* of the upper nine, brigadier general, *rear admiral* of the lower nine, and *commodore*; colonel, *captain*; lieutenant colonel, *commander*; major, *lieutenant commander*; captain, *lieutenant*; first lieutenant, *lieutenant* (junior grade;); second lieutenant, *ensign*.

(NOTE: Cadet at West Point ranks with midshipman at the Naval Academy.)

The grade of commodore no longer exists on the active list of the Navy. The nine junior rear admirals receive the pay and allowances of a brigadier general of the army.

B **Uniform to Be Worn at Dances, Etc.** The commanding officer, under the uniform order, is required to prescribe the uniform to be worn on all occasions of a general, social or official nature occurring within the limits of his command.

The "Tables of Occasions" in the uniform order state in detail the uniform to be worn on all occasions.

C **Dress to Be Worn at Dinners, Etc.** At formal dinners and other formal private social functions in the garrison, officers wear the full-dress, the special full-dress, or the mess jacket.

A Wearing of Uniforms When Not Serving With Troops. Because of the uncommonness of uniforms in this country, when seen in civil life they make the wearer conspicuous, and consequently officers seldom, if ever, wear them when on leave, or when visiting near-by cities, etc., although officers usually wear their uniforms when visiting towns near which they may be stationed.

Officers not serving with troops are required to wear the prescribed uniform during hours of duty, unless authorized by the War Department to wear civilian clothing.

B Cavalryman Thrown From His Horse. It is customary in some regiments for a cavalry officer who is thrown from his horse to "set up champagne for the crowd." However, for the penalty to be exacted, the officer, before being thrown, must have been fairly seated in the saddle—i. e., to be thrown while in the act of mounting does not call forth the penalty. It is sometimes customary to have a committee of officers sit (generally at the club) to determine whether the officer was fairly mounted before being thrown. (This custom is not now as general as it used to be, and is more often disregarded than observed.)

C Funerals. The Cavalry Drill Regulations require that at the funeral of a mounted officer or enlisted man, his horse, in mourning caparison, shall follow the hearse. It is sometimes customary for the boots of the deceased officer to be slung across the saddle, heels to the front, thus signifying that his march is ended. When enlisted men wore boots, the same custom obtained in their case. The spurs are put on the boots, which are placed in the stirrups, hoods to the rear. The saber of the deceased soldier is sometimes fastened to the saddle, on the same side as worn in life, but slanting to the front—that is, with the upper saber strap attached to the cantle ring and the lower saber strap to the spider ring. The saddle is placed over the caparison. In the case of an officer, the saber of the deceased is sometimes placed on the coffin and sometimes attached to the saddle. Sometimes the caparisoned horse of the deceased is the only horse allowed to enter the cemetery.

Officers and enlisted men attending military funerals wear uniform and side arms and in the funeral procession follow the mourners in order of rank, seniors in front. The funeral of an officer is attended by such officers of the post or organization in the field as other duties will permit. The funeral of a noncommissioned officer is attended by the noncommissioned officers and privates of the regiment, or such part of it as may be present and can be spared from other duties; that of a private by the noncommissioned officers and privates of his company.—A. R. 439, '10.

The following is the prevailing custom: In the case of the funeral of an officer the officers and enlisted men of the officer's regiment are directed to attend; in the case of the funeral of a noncommissioned officer, or private, the officers are in some commands directed to attend and in others they are requested; in case of the funeral of a private, in some regiments the company of the deceased is ordered to attend and the rest of the command, officers and men, are invited—in other commands all enlisted men are ordered to attend and the officers other than those belonging to the command of the deceased, are invited; and, again, sometimes all officers are directed to attend.

Either in case of the funeral of an officer or of an enlisted man, all enlisted men attending, other than those belonging to the company of the deceased, whether ordered or invited to attend, are usually commanded by the senior noncommissioned officer present—generally the sergeant-major.

The formation of a funeral procession is prescribed in the Drill Regulations.

It may be said that in some regiments the officers belonging to the company of the deceased wear sabers, while the others do not. However, this practice is contrary to the Army Regulations.

A Umbrellas. It is considered unmilitary for an officer or a soldier in uniform to use an umbrella. Several years ago the colonel and some of the officers of a certain infantry regiment used umbrellas while in uniform. The regiment was soon jocularly dubbed throughout the service "The —th Umbrella," and even to this day it is sometimes referred to in this manner.

B Officers Resigning at End of Leave. When their services can be spared, officers are allowed leaves of absence on full pay at the rate of one month a year, and they may allow such leave to accumulate for four years.

Officers resigning from the Army generally first take all the leave due them, submitting their resignations to take effect at the expiration of their leaves.

C Saluting Ladies. It is customary for officers and soldiers, whether with or without side arms, to greet ladies by removing the cap. However, if the lady be accompanied by an officer, the soldier would render the military salute.

Some of our best and most experienced officers are of the opinion that this custom is illogical and unmilitary. The military salute is the mark and privilege of the military man and should therefore be used by him in saluting *every one*. In fact, officers and men of all European armies without exception, and as far as the author knows, of all the armies in the world except ours, salute whether with or without side arms, all persons as a form of greeting—whether civilians or ladies.)

It often happens in the Militia that a soldier passes an officer with a lady whom the soldier knows very well. In such cases the soldier should always render the military salute. The suggestion that has been made that the soldier might first render the military salute and then raise his cap to the lady is not considered military.

Should the soldier be accompanied by a lady whom the officer knows, the latter might very properly acknowledge the salute by raising his cap to the lady—but such a license would not be permissible on the part of a soldier.

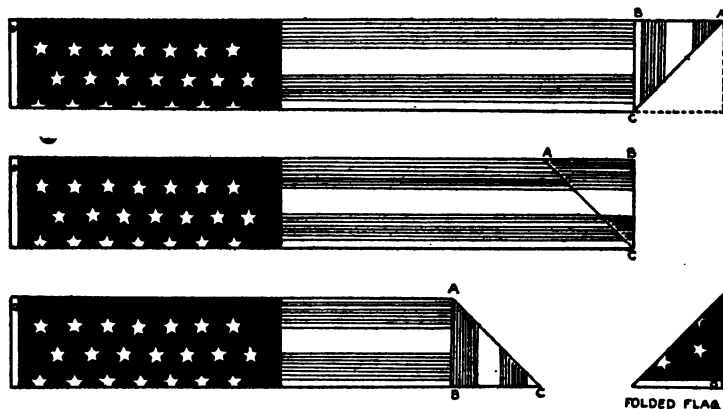
A Receptions. In the case of receptions at which officers wear side arms, upon reaching the room (if not the drill floor of an armory or some other room not by custom considered as "Indoors") in which the officers are to be presented, the cap should be removed and held in the left hand, top uppermost and visor pointing left oblique, the forearm being held horizontal and against the left side of the body. If the receiving party is on the drill floor of an armory or any other room not by custom considered "Indoors," and where it is customary to wear the cap, the cap should be removed when the officers fall in line to pass the receiving party. After the reception line has been passed, the cap may be held in either hand and in any position. If the reception takes place in the headquarters room or any other room considered by custom as "Indoors" the caps should be kept removed as long as you are in the room. If the reception takes place on the drill floor of an armory or any other room where it is customary to wear the cap, you should remain uncovered as long as you are in the immediate vicinity of the receiving party, but when away from it wear the cap as customarily.

For the meaning of the term "Indoors," see B, page 230. See also 15, page 254, about presenting guests at receptions.

B Muster. It is customary for the mustering officer to muster, when he inspects their posts of duty, such cooks, janitors and others as may not have been able to attend muster. Sentinels on post usually report to the mustering officer as soon as they are relieved. Others whom it is not practicable to muster at their posts of duty, report to the mustering officer as soon as practicable, or at some specified time and place.

At muster it is customary in some regiments for recruits not yet instructed in the use of the rifle, and also for others whose duties may require their presence elsewhere as soon as practicable, to form in the line of file closers without arms. When their names are called they answer "Here," and then, by way of the right flank of the company, pass between the company and the mustering officer, saluting him as they pass, after which, by way of the left flank, the recruits resume their places in the line of file closers, while those who may have any special work to do are usually permitted to leave the company and repair to their places of duty after saluting the mustering officer. (Sometimes these soldiers form in line, on the left of the ranks, and when their names are called they pass between the company and the mustering officer, after which they take their places in the line of file closers).

A Folding the Flag. When the flag is lowered at the sounding of the last note of retreat every day, great care should be taken that it shall not touch the ground. It should be carefully folded into the shape of a cocked hat. The usual method of folding, which is done by two members of the guard under the direction of a noncommissioned officer, is shown in these illustrations:



(NOTE. The post flag may be folded into either three or four folds, each fold thus being either about $2\frac{1}{4}$ ft. or $3\frac{1}{4}$ ft.)

B Resignation of Regimental Staff Officers. In some few regiments it is customary for the adjutant, the quartermaster, and the

commissary to tender their resignations when a new colonel assumes command. Sometimes the resignations are verbal and somewhat informal, the new colonel, in order to enable him to select his own staff, being informed that the resignations of the present staff are at his disposal. Generally, however, they are in writing and addressed to the adjutant, being couched, for instance, in these words:

THE ADJUTANT,
Present.

Sir: In view of the advent of a new regimental commander, I have the honor, following a custom of the service, to tender my resignation as quartermaster of the regiment. Very respectfully,

If the new colonel does not desire to accept the resignations, they are personally returned and not made of record. This custom is considered a matter involving the very essence of stately military courtesy, touching, as it does, the personal chord of staff relations.

A Presents. The custom prevails in some few regiments of presenting wedding presents (usually suitably inscribed) to officers of the regiment getting married, and also of presenting suitably inscribed mementos in the way of loving cups, silver trays, etc., to colonels leaving the regiment by retirement or promotion. See **Supplement**, Chap. XX, Par. 128.

B Army Bands and members thereof are not permitted to receive remuneration for furnishing music outside the limits of military posts when the furnishing of such music places them *in competition* with local civilian bands. (G. O. 80, '08, page 8.) However, under other conditions they may, with the consent of the commanding officer, accept outside engagements. See **Supplement**, Chap. XX, Par. 128a.

As a rule, 10 per cent of the gross receipts from such engagements goes to the Regimental Fund, but in some regiments it is 10 per cent of the net receipts, i. e., 10 per cent of what is left after street-car fare, railway fare, hotel expenses, and other reasonable expenditures have been deducted.

The author, however, knows of one regiment in which 25 per cent goes to the Regimental Fund, and in another regiment, 50 per cent.

After the share of the Regimental Fund has been deducted from the proceeds, the balance is divided amongst the members of the band in various ways in different regiments. For example, (a) pro

rata amongst the members of the band, except that the Chief Musician gets twice as much as the others; (b) the Chief Musician receives four times as much as a private, and the other noncommissioned officers receive amounts in proportion to their rates of pay proper; (c) all are paid in proportion to their rates of pay proper; (d) the amount is divided equally amongst those who participated in the engagement; (e) the amount is distributed by the Chief Musician, each man being paid, as is customary in civilian bands and orchestras, i. e., according to the instrument played and the work done.

It is also customary to show the band as much consideration as possible. In one or more regiments, for instance, the band is not required to attend reveille—in other regiments, members of the band who have filled an engagement the night before are excused from reveille roll call.

A Chief Musicians. In the majority of regiments the Chief Musicians are paid from \$10 to \$20 a month extra, depending upon their merits, the condition of the Regimental Fund and the amount of money they make on the outside. However, in at least six regiments the author knows of, the Chief Musicians receive no extra compensation.

Chief Musicians, being, as a rule, above the average enlisted man in education, refinement and artistic temperament, they are generally shown a certain amount of cordiality by officers. Naturally enough, the treatment of a Chief Musician depends in a great measure upon his personality; if he is a worthy, self-respecting, modest man, there is no reason why he should not receive the greatest respect and consideration, without, of course, being accorded familiar social recognition.

Chief Musicians, like all other enlisted men, are required to salute officers. Many officers, however, in acknowledging the salute, make some such remark as "Good morning, Mr. Smith." (See page 291F).

It is customary to accord Chief Musicians as many privileges and grant them as many reasonable requests as is consistent with discipline and the best interests of the service. For example, they are generally given separate quarters; permitted to leave the post without written passes, but merely by verbal permission of the Adjutant; not required to attend roll calls, etc.

The Colors. In some regiments it is customary for the National and the Regimental Colors to be kept at the colonel's quarters and not at his office.

By "colors" is meant the national and the regimental flags that are carried by foot troops; by "standards" is meant the national and the regimental flags that are carried by mounted troops, and which are smaller than "colors." Colors and standards may be of either silk or bunting.

By "flag" is meant the national emblem that waves from the flagstaff and other stationary poles. "Flags" are always of bunting and one does not uncover to them.

Webster's Unabridged Dictionary gives "Color" (singular) as meaning a hue, dye, tint, and "Colors" (plural) as meaning a flag, ensign or standard, such as is borne by troops, or by a ship. The Century Dictionary states that the word is "Sometimes used as a singular noun." A flag, ensign or standard is called "colors" from being usually marked by a particular combination of colors. In the military profession, however, it is customary to use the word "Color" when one flag, ensign or standard is meant, and "Colors" when more than one are meant.

Whenever in a battalion review, the troops pass in review the second time, at double time, the reviewing officer and his staff should salute the color. The provisions of Paragraph 712, Infantry Drill Regulations (1911), that "The reviewing officer, and others at the reviewing stand salute the color as it passes," means that the color is to be saluted *when-ever* (every time) it passes. Furthermore, it is customary for the reviewing officer and those who accompany him to salute the color when the troops pass in review the second time.

Should a person be in a position where the colors pass and repass several times, at short intervals, he would not uncover every time they passed. For instance, when troops are at drill in an armory or elsewhere, the color would be saluted the first time it passes but not after that. At a review when the reviewing officer passes *in rear* of the color while walking or riding around the troops, he and those who accompany him do not salute the color. (Par. 712, Infantry Drill Regulations, 1911, states: "The reviewing officer and those accompanying him salute the color when passing *in front* of it," from which it is inferred that they should not salute when passing in rear).

COURTS AND BOARDS OF OFFICERS¹

General Courts-Martial. G. O. 169, '07 (the uniform order), page 60 states, "Courts-martial, courts of inquiry, and boards of officers will hold their sessions in such uniform as the court or board shall decide." Par. 3, page 21, Manual for Courts-Martial, 1908 says, "The members (of a *general court-martial*) wear dress uniform, or service uniform in commands not provided with dress uniform, with their sabers; the judge advocate and the accused appear in the same uniform as the court, without side arms. Military witnesses wear the same uniform as the court with side arms."

The reason, of course, why the accused does not wear side arms is that his status is that of arrest, and persons in arrest are by the Articles of War and the Regulations deprived of side arms.

The regulations are silent as to the uniform to be worn by counsel for the accused, but custom of the service requires that he wear the uniform of the court without side arms.

¹ The question of uniform for courts and boards of officers will be fully covered in the 1911 uniform order, which will be issued in October or November.

Sabers are, of course an emblem of authority—hence, the court wears them; but the counsel being the representative of a prisoner his status precludes his wearing a saber.

In practice, immediately upon receiving a copy of the order convening the court, the judge-advocate ascertains verbally from the president the uniform in which the court shall meet, or he writes the president a letter of this tenor:

Colonel John Smith,
Fort Ontario, N. Y.

Madison Barracks, N. Y.,
March 25th, 1911.

Dear Colonel:—

Would you please let me know in what uniform you wish the court appointed by Par. 1, S. O. No. 10, c. s., Hdqrs. Dept. of the East, to meet?

May I ask whether you have suggestions that you would like to make about any other matter?

Very respectfully,

Henry Jones,
Captain, 24th Infantry, Judge-Advocate.

Upon hearing from the president of the court, the judge-advocate then notifies the members about the uniform. If all the members of the court are stationed at the same post as the judge-advocate, they are generally notified by a memorandum circular sent around by an orderly. If not so stationed, they are notified by letter.

The court decides the uniform after the first session.

The Manual for Courts-Martial requires that the judge-advocate and the accused shall stand during the reading of the order convening the court and the arraignment. It is customary for the counsel also to stand.

Some judge-advocates follow the polite custom of saying "Thank you" to officers as they are leaving the witness stand.

The right hand glove is always removed before being sworn. See page 318.

A It is customary for a soldier to be detailed as orderly for the judge-advocate, just before and during the trial, and while on such duty it is customary for him to wear the uniform of the court, with side arms and gloves.

B Although there is nothing in military law, orders or regulations prohibiting a member of a G. C. M. from disclosing the *findings* of the court before the same shall have been published by the proper authority, it is a well-defined custom of the service, built up by the action of high-minded officers, not to divulge the findings prior to their publication. This custom is so well defined and so generally observed that it is a question whether its disregard, especially in an important case, would not constitute an offense.

The president of a court-martial is obliged by military laws and usage to vacate that position when another member of the same court becomes the officer highest in rank by promotion. (J. A. G. April 10, 1900.)

Garrison Courts-Martial, Regimental Courts-Martial, and Courts of Inquiry. It is customary for the members of garrison courts-martial, regimental courts-martial and of courts of inquiry, following the practice of general courts-martial, to wear sabers.

The practice is based on the fact that by regulation garrison courts-martial, regimental courts-martial and courts of inquiry follow the same procedure as general courts-martial, which includes the minor rules and customs of a general court.

The judge-advocate, the accused, his counsel, and the witnesses, are governed by the same rules and customs that prevail in the case of general courts-martial.

Summary Court. The summary court officer wears the uniform of the command, without side arms, and those appearing before him wear the same uniform without side arms.

Some summary court officers follow the polite custom of saying "Thank you" to officers as they are leaving the witness stand.

One of the clerks in the adjutant's office is charged with doing the clerical work of the summary court.

Boards of Officers, as stated in G. O. 169, '07, "hold their sessions in such uniform as the board shall decide." However, it is customary for the boards of officers usually convened in posts to investigate fires, determine whether a soldier's service has been honest and faithful, etc., to wear the uniform of the command, without side arms, and those appearing before the board, therefore, appear in the same uniform, without side arms.

MISCELLANEOUS

A A junior walks, rides or drives on the left of a senior and in the first case always keeps step with him.

B It is customary for troops to be paid under side arms. All officers attending payment, except the paymaster, wear sabers.

C "I desire," "I wish," and similar expressions, when used by the commanding officer, or, "The commanding officer desires," etc., when used by the adjutant, are tantamount to orders.

D In delivering verbal messages from a senior to a junior, or one officer to another of the same or nearly the same rank, soldiers use the form, "Captain Jones presents his compliments to Lieutenant Smith, and says," etc. Formerly a junior officer never "presented his compliments" to a senior, but the prevailing custom at present is as stated. (See Par. B, page 232).

A One knock before entering a room is considered "the official knock" and is a signal for everyone within to come to attention.

B Formal dances given by soldiers are sometimes opened by officers and ladies dancing the first dance.

C In one or two regiments, a regimental punch, "The _____ Infantry Punch," the recipe for which has been handed down for many years, is served on all regimental social occasions and every year the officers send out regimental New Year's remembrances in the form of special cards.

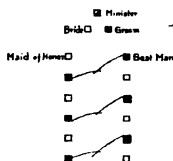
D In some commands, the riding of public horses about the post, by either officers or enlisted men, at gaits faster than the trot, is forbidden.

E At military weddings the bridegroom, best man and ushers wear side arms, and the bride cuts the wedding cake with her husband's sword.

In marching out of the church, the bridegroom, the best man and the groomsmen offer their *right* arm to the bride, the maid of honor, and the bridesmaids, thus avoiding the entanglement of sabers and dresses, and leaving the left hand free to carry the cap, which is held with the visor pointing *left oblique*.

Sometimes the decorations are so arranged that during the marriage ceremony the bride and groom stand under the national colors and the regimental colors of the groom, crossed.

At some *few* weddings that the author has heard of, the following feature constituted a part of the ceremony: The members of the bridal party take their places as here indicated—



After the ceremony has been performed and the married couple start to leave, the groomsmen draw sabers and cross them aloft, the couple passing beneath. All then return sabers and follow out as usual.

A "The Army Toast to the Bride," usually preceded by some appropriate remarks welcoming her into the Army, is drunk by having the best man and groomsmen draw their sabers together, at the command, "1. Draw, 2. Saber," and then crossing them above the bride's head, after which the glasses, passed by a waiter, are taken in the left hand. The toast may be concluded with, "*How!*"

B A very pretty old Army custom that one sometimes sees, is the baptizing and christening of a baby under the regimental color of its father, the function taking place at home, with something to drink to the "recruit's" health.

C It is now the prevailing custom for officers attending dances in full-dress not to wear the saber—that is to say, only the belt and slings are worn. (The reason for this is that in dancing the saber is in the way, not only getting entangled with your partner's dress, but also striking and otherwise inconveniencing others).

D Some officers wear white kid, white chamois, white silk or white lisle-thread gloves when attending receptions, dances and other social functions in dress uniform, without side arms, but the preponderance of custom seems to be not to wear gloves, although before the Spanish-American War just the reverse was the general custom. To wear white Berlin gloves at such functions savors of the bourgeois—it is much better to wear no gloves at all.

When attending a social function in full dress or in special full dress, white kid gloves should be worn.

The ordinary white Berlin glove should never be worn at social functions, as it is in no way a dressy glove—in fact, it is quite the contrary. A very satisfactory dressy and economical glove is the white washable chamois glove, which can be gotten from the Mark Cross Co., 253 Broadway, New York, or any other first class glove dealer, at a cost of about \$1.50 a pair. These gloves should be washed on the hand, with luke warm water and castile soap. The Warnock Uniform Co., 19 West 31st St., New York, handle an excellent imported chamoisette glove that is fully as satisfactory as the chamois glove. Price \$1 per pair.

F It is customary for aides-de-camp and other officers who may be in attendance on distinguished persons to wear white gloves when in dress uniform, without side arms.

G At some posts there is a daily "matinée" of officers at the adjutant's office—that is, the officers gather informally at the adjutant's office for a few minutes soon after guard mount, exchange salutations, discuss current topics, etc. At other posts it is sometimes customary to sound officers' call at a given hour, when all officers repair to the adjutant's office to receive orders, etc.

A Some officers upon joining as commanding officer of a post, situated near a town or city, call officially on the mayor. Should the place be the capital of the State, a call is also made on the governor. In making this call, the commanding officer is accompanied by the adjutant, or by the entire staff. This idea of furthering a feeling of cordiality between the military and the civil, is excellent, and should be encouraged.* A general officer, or the commanding officer of troops passing through Honolulu, to or from the Philippines, might, for example, very properly call on the Governor.

WORDS TO THE ARMY TRUMPET CALLS

Reveille:

I can't get 'em up, I can't get 'em up, I can't get 'em up in the morning;
 I can't get 'em up, I can't get 'em up, I can't get 'em up at all;
 Corp'rals worse than the privates;
 Sergeants worse than the corporals;
 Lieutenants worse than the sergeants,
 And the capt'ns the worst of all.

Chorus—

I can't get 'em up, I can't get 'em up, etc.

Mess Call:

Soup-y, soup-y, soup,
 Without a single bean;
 Pork-y, pork-y, pork,
 Without a streak of lean;
 Coffee, coffee, coffee,
 Without any cream!
 (Or, the weakest ever seen!)

Sick Call:

Come and get your quinine, come and get your pills.
 Oh! come and get your quinine, come and get your pills

Stable Call:

Come all who are able and go to the stable,
 And water your horses and give 'em some corn;
 For if you don't do it, the Col'nel will know it,
 And then you will rue it, sure as you're born.

Taps:

1
 Fades the light;
 And afar
 Goeth day,
 Cometh night;
 And a star
 Leadeth all,
 Speedeth all
 To their rest.

2
 Love, good night.
 Must thou go
 When the day
 And the night
 Leave me so?
 Fare thee well;
 Day is done,
 Night is on.

Another Version.
 When your last
 Day is past,
 From afar
 Some bright star
 O'er your grave
 Watch will keep.
 While you sleep
 With the brave.

ARMY SLANG

- B-ACHE**—to complain.
BEANS—the commissary sergeant.
BEAN-SHOOTER—a commissary officer.
BELLY-ACHE—to complain.
BLACK STRAP—liquid coffee.
BLIND—sentenced by court-martial to forfeiture of pay without confinement.
BOB-TAIL—a dishonorable discharge, or a discharge without honor; to be "bobtailed"—to be dishonorably discharged or to be given a discharge without honor.
BONE—to study; to try; to cultivate.
BONE BOOTLICK ON—to cultivate the favor of.
BOOTLICK—to flatter.
BOW-LEGS—cavalrymen.
BUCK-PRIVATE—a term sometimes used in referring to a private.
BUCKING FOR ORDERLY—giving clothing and accoutrements extra cleaning so as to compete for orderly.
BUNKIE—a soldier who shares the shelter of a comrade.
BUST—to reduce a noncommissioned officer to the grade of private.
BUTCHER—the company barber.
CANNED HORSE—canned beef.
CHIEF—name by which the chief musician of the band is usually called by the enlisted men.
CIT—a civilian.
CITS—civilian clothes.
C. O.—commanding officer.
COFFEE COOLER—one who seeks easy details away from troops; one who is always looking for an easy job.
COLD-FEET—fear, lack of courage (to have cold feet is to be afraid, to lack courage).
COMMISSARIES—groceries.
CRAWL—to admonish.
DOG-ROBBER—name by which the enlisted men call a soldier who works for an officer. (An offensive term, the use of which generally results in trouble.)
DOUGH-BOY—infantryman.
DOUGH-PUNCHER—the baker.
DUFF—any sweet edible.
FILE—a number on the lineal list.
FOGY—ten per cent increase of officers' pay for each five years' service.
FOUND—to be found deficient or wanting in anything, especially an examination.
FRENCH LEAVE—unauthorized absence. Absent on French leave—absent without authority.
GOLD BRICK—an unattractive girl.
GOLD FISH—salmon.
GOAT—junior officer in post, regiment, etc.
GOATY—awkward, ignorant.
GUARDHOUSE LAWYER—a soldier with a smattering knowledge of regulations and military law; quite loquacious and liberal with advice and counsel to men in the guardhouse or other trouble.
HARDTACK—hardbread, biscuits.
HIKE—a march; to hike, to march.
HIVE—to discover, to catch.

- HOBG—the provost sergeant.
 HOLY JOB—the chaplain.
 HOR—a dance.
 HOW—form of salutation in drinking, meaning "Here's to your health," "My regards," etc.
 I. C.—condemned by an inspector.
 JAW-BONE—credit (to get things on "jaw-bone," to buy on credit).
 JUMP—to admonish.
 K. O.—the commanding officer.
 MAJOR—name by which the sergeant-major is usually called by the enlisted men.
 MULE-SKINNER—a teamster.
 NON-COM—noncommissioned officer.
 O. D.—the officer of the day.
 O. G.—the officer of the guard. (Rare).
 OFFICERS' LINE the row of houses where the officers and their families live.
 OFFICERS' ROW.
 OLD ISSUE—an old soldier.
 OLD FILE—an old officer.
 ON OFFICIAL TERMS—not to be on speaking terms except officially.
 ON THE CARPET—called before the commanding officer for admonition.
 OPENERS—cathartic pills.
 ORDERLY BUCKER—a soldier, who, when going on guard, strives by extra neatness of appearance to be designated as orderly for the commanding officer.
 ORDERLY ROOM—company office.
 PILLS—the hospital steward, sometimes used in reference to the surgeon.
 PUNK—light bread.
 Q. M.—the quartermaster.
 Q. M. D.—quartermaster's department.
 RANKED-OUT—to be compelled to vacate by a senior, as "to be ranked-out of quarters."
 RED-TAPE—official formality; that is, the close or excessive observance of forms and routine in the transaction of business.
 REGIMENTAL MONKEY—the drum major.
 RE-UP—to reenlist at once.
 ROOKIE—a new recruit.
 SAND-RAT—an officer or soldier on duty in the rifle pit at target practice.
 SAW-BONE—the doctor.
 SHAVE-TAIL—a new second lieutenant. So called after the young, unbroken mules in the Quartermaster's Department ("Shave-tails").
 SHUTTERS—camphor or opium pills.
 SINKERS—dumplings.
 SKY-SCOUT—the chaplain.
 SKY-PILOT—the chaplain.
 SLAP-JACKS—pan cakes.
 SLUM—a stew of meat, potatoes and onions, mostly potatoes and onions.
 SOAP SUDS ROW—the laundresses' quarters.
 SOLDIER, TO—To soldier, to serve; also to shirk.
 SOLDIERS' ONE PER CENT—one hundred per cent.
 SOW-BELLY—bacon.
 STARS AND STRIPES—beans.

STRIKER—a soldier who works for an officer.

TAKE-ON—to re-enlist before the expiration of three months after discharge.

THE OLD MAN—term sometimes used by officers and soldiers in referring to the commanding officer; sometimes used by soldiers in referring to their company commander.

TO TAKE ANOTHER BLANKET—same as "Take-on."

TOP SERGEANT—first sergeant.

YELLOW-LEG—cavalryman.

YOUNGSTER—a young officer (a first or second lieutenant.)

WAGON-SOLDIER—light or field artilleryman.

WIND-JAMMER—a trumpeter or bandsman.

WOOD-BUTCHER—company artificer.

VISITING CARDS AND WEDDING INVITATIONS

There is no general, settled form for visiting cards and wedding invitations, except, as a rule, according to comparatively recent custom, below the rank of captain the name is prefixed by "Mr.," and with the rank of captain and above, by the military title.

However, some of our older officers who are well posted on such matters, do not think this recent custom is in accord with good military usage, believing that on anything as formal as a visiting card or a wedding invitation, a lieutenant, just as does a captain or a colonel, should have his rank appear: thus—

LIEUTENANT WILLIAM BRONSON LIVINGSTON,
Twenty-fourth United States Infantry.

The stocks of Black, Starr & Frost, and Tiffany & Co., show the following forms to be in use to-day:

MR. JOHN A. SMITH

LIEUTENANT TWENTY-FOUR INFANTRY
UNITED STATES ARMY.

CAPTAIN JOHN A. SMITH

TWENTY-FOURTH INFANTRY,
UNITED STATES ARMY.

CAPTAIN JOHN A. SMITH

COAST ARTILLERY CORPS,
UNITED STATES ARMY.

JOHN A. SMITH

UNITED STATES CORPS CADET

NOTE.—For other forms of visiting cards, see pages 255-6.

Many officers who are very particular about such matters, prefer the forms on the following page.

LIEUTENANT JOHN A. SMITH
TWENTY-FOURTH UNITED STATES INFANTRY

CAPTAIN JOHN A. SMITH
TWENTY-FOURTH UNITED STATES INFANTRY

Personally, the author prefers the two forms above.

CAPTAIN JOHN A. SMITH
INFANTRY
PAYMASTER **UNITED STATES ARMY**

MAJOR JOHN A. SMITH

UNITED STATES ARMY
(RETIRED)

Visiting Cards in the National Guard. Regarding the use and form of visiting cards amongst officers of the National Guard, usage is very unsettled, the customs and the forms in the different States

and also in different organizations of the same State, differing materially. In some regiments visiting cards with military titles are seldom, if ever, used, while in other regiments they are used on all occasions of an official or military character, and also on other occasions, when for any reason it is desirable that one's rank and regiment should be known, e. g., in attending receptions or making social visits when away on duty as escort to the President, governor or other public personage; when visiting Army posts or armories of other organizations, etc.

The following forms, selected from cards used in three or four of the leading National Guard organizations of the country, are considered in good taste:

COLONEL JOHN ALFRED SMITH

7TH REGT., N. G., N. Y.

CAPTAIN JOHN ALFRED SMITH

ADJUTANT
7TH REGT., N. G., N. Y.

CAPTAIN JOHN ALFRED SMITH

2ND LIEUTENANT, 7TH REGT., N. G., N. Y.

CAPTAIN JOHN ALFRED SMITH

COMPANY A, 1ST REGT., INFANTRY
NATIONAL GUARD OF PENNSYLVANIA

MR. JOHN ALFRED SMITH

COMPANY A, 1ST REGT. INF., N. G. P.

MR. JOHN ALFRED SMITH

ARMORY
MADISON AVE. AND 94TH ST. COMMANDING.
NEW YORK SQUADRON "A," N. G., N. Y.

MAJOR JOHN ALFRED SMITH

FIRST LIEUTENANT, SQUADRON "A"
N. G., N. Y.

MR. AND MRS. WILLIAM HENRY FAIRFIELD

REQUEST THE HONOR OF YOUR PRESENCE

AT THE MARRIAGE OF THEIR DAUGHTER

LILLIAN FENSMITH

TO

MR. WILLIAM BRONSON LIVINGSTON

LIEUTENANT, UNITED STATES ARMY

ON TUESDAY THE FIRST OF JULY

AT TWELVE O'CLOCK

AT TRINITY CHURCH

CAMBRIDGE, MASSACHUSETTS

Although this is the form that appears to be most commonly used at present, many officers who are particular about such matters, prefer the form, for example, "Lieutenant William Bronson Livingston, Twenty-fourth United States Infantry."

Visiting Cards. Social etiquette regarding visiting cards is about the same in the Army as in civil life, being:

A One card to be left for each person called on, whether at home or out—for instance, if calling on an officer, his wife, daughter, and guest, four cards should be left; in case the person called on is out, it is customary with some people to fold one corner of the card to indicate the call was made in person. The leaving of one card folded in the middle signifies the call was intended for everyone in the house. It is, however, considered better form to leave one card for every person.

Whenever calling on an officer who has just joined be sure always to leave your card whether or not the officer is in. Remember he is receiving numerous callers and the leaving of your card will enable him to keep track of your call—otherwise, he must rely on his memory and may overlook it.

B When calling on a young lady who is a guest a card should also be left for the lady of the house and her husband, whether or not you have ever met them.

C When one of two persons who are calling together has no cards, it is permissible for the one to write his name in pencil on the cards of the other.

D In case of calls on persons who are sick, "To inquire" or "Kindly inquiry" is usually written on the card; in case flowers or other remembrances are sent, "Best wishes for a speedy recovery," or some similar sentiment, may be written on the card; in the case of a call after a recent death in the house, "Deepest sympathy." As an acknowledgment of a "Deepest sympathy" card, the receiver may send his mourning card with p. r. (pour remercier), written in the lower left hand corner.

After a death, visiting cards may be sent with some such statement as this written thereon in ink: "Please accept my heartfelt thanks for your kind inquiries and favors during my hour of trouble."

E When attending a reception, a tea or an "at home," it is customary to leave the proper number of cards (one for each person receiving) in the hall or other suitable place. In this connection it may be stated at large receptions it is neither necessary nor desirable to say good-bye to the host and hostess before leaving. Upon approaching the person doing the introducing always give your name

in a slow, distinct voice, although you may be fairly well acquainted with him.

A Whenever going away for any length of time, cards with "P. p. c." (*pour pendre congé*—to take leave) written in the lower left corner should be left with everyone in the post with whom you have close personal or official relations, and such cards should also be mailed to near-by friends on whom it is not possible to call. It is sometimes customary to write your destination on the lower or upper part of the card. With intimate friends this less formal expression may be used: "Good-bye. Sorry not to have seen you before leaving."

B If the privileges of a club have been extended to you while on a visit, just before leaving the place post one of your "P. p. c." cards on the club bulletin board.

"To the President and members of the Army and Navy Club," for example, or some similar remark, is sometimes written on the card in addition to "P. p. c."

C When paying calls in a strange city or neighborhood, write your temporary address on your card.

D In calling at a hotel, write on the card sent up, or left, the name of the person for whom it is intended, thus making sure that it will be delivered to the proper person.

THE ORIGIN OF CERTAIN PRACTICES IN THE SERVICE

Firing Three Volleys at Military Funerals. In the funeral rites of the Romans the casting of the earth THREE times upon the coffin constituted "the burial." It was customary among the Romans to call the dead THREE times by name, which ended the funeral ceremony, after which the friends and relatives of the deceased pronounced the word "Vale" (farewell) THREE times as they departed from the tomb. So that to-day, when a squad of soldiers fires THREE volleys over a grave, they are, in accordance with this old Roman custom, bidding their dead comrade "Farewell," THREE times.

The number THREE was doubtless selected by the Romans because of its symbolical and mystical significance, 3, 5, and 7 being so considered in all recorded history. We have, for instance, the Holy Trinity, the Three Graces, the frequent recurrence of THREE in the Masonic ritual, etc. In the old Army it was customary in some regiments when a soldier was absent from roll call for the first sergeant to call the absentee's name again THREE times at the end of the roll. It is really interesting to note to what extent the number THREE enters our daily lives: Boys start their races by "One, two,

THREE—Go!;” the baseball fan says **“THREE strikes—and out!;**” a ship before leaving her berth blows her whistle **THREE** times and gives the same number of whistles as a salute when passing another ship at sea; the enthusiast gives his **“THREE cheers!”** etc.

Sounding Taps at Military Funerals. This practice involves a deeply felt sentiment—**“rest in peace.”** In the daily life of the soldier the sounding of taps at 11 o'clock p. m., signifying **“Lights out,”** announces the end of the day, implying that the cares and labors of the soldier are ended for that day. So does the sounding of taps at his funeral signify the end of his day—the **“Lights out”** of his life—his **“rest in peace.”**

There is no other call so beautiful, so significant, so replete with associations of comrades dead and gone—there is no other call that arouses so much sentiment, so many emotions in the soul of the soldier as the sounding of **“Taps.”** Indeed,

“Fades the light;
And afar
Goeth day,
Cometh night;
And a star
Leadeth all
To their rest.”

It is known that the custom of sounding taps at military funerals obtained in some regiments during the Mexican War, and there is an impression in some quarters that the practice existed prior to that time, it having been formally inaugurated at West Point about 1840. However, be that as it may, it is evident that the custom in its present form did not become general until after the Civil War, as the following from the regimental history of the old 2d Artillery shows:

During the Peninsular Campaign in 1862 a soldier of Tidball's battery—**“A”** of the 2d Artillery—was buried at a time when the battery occupied an advanced position, concealed in the woods. It was unsafe to fire the customary three rounds over the grave, on account of the proximity of the enemy, and it occurred to Captain Tidball that the sounding of Taps would be the most appropriate ceremony that could be substituted. The custom thus originated was taken up throughout the Army of the Potomac, and finally confirmed by orders.

The Practice of Saluting.

1 *With the hand.*

(a) The custom is supposed by some to have come from a Roman practice dating back to the Borgias, or even earlier. In those days assassination was so common by the dagger that inferiors coming into the presence of superiors were required to raise the hand, palm to the front, thus showing there was no dagger concealed in it. Time and custom have modified the requirement to the present method of saluting.

(b) There are others who are inclined to this view: From the beginning of time inferiors have been required to uncover before their superiors, and equals to acknowledge each other's presence by some courtesy. It was not so very long ago when a sentinel saluted not only with his gun but by taking off his hat also (viz, in the British army during the Revolution). Complicated headgear like the bearskin and the helmet could not be readily removed, and the act of removing the hat degenerated into the movement of the hand to the visor *as if* the hat were going to be removed, and finally became conventionalized as at present.

(c) And there are those of a romantic turn of mind who favor this version: In the days of the jousts and tournaments, after the crowning of the Queen of Love and Beauty the knights passed in review before her throne. Each as he drew near raised his mailed right hand to shade his eyes—a chivalric way of intimating that he would be dazzled by her beauty. This knightly homage passed on down the ages to become the soldier's salute.

2 *With the saber.*

The practice comes from the custom during the Crusades, of knights, when receiving orders, always to call upon God to witness their assumption of the duty imposed, by raising the sword to the lips and kissing the cross formed by the guard and body of the weapon. Originally the sword was inverted when kissed—that is to say, the guard was up and the point down.

The dipping of the saber point in saluting signifies submission.

NOTE. In the personal salutes is also seen the survival of the custom of the saluter placing himself unarmed in the power of the saluted. The touching or removal of the cap, dropping the point of the sword, presenting arms, firing cannon and small arms, manning yards, etc., symbolize the removal of the helmet, giving up the weapon, exposing the crews, abandoning the guns, etc.)

Removing the Right Hand Glove When Sworn as a Witness Before a Court-Martial. The raising of the hands and eyes to heaven in taking an oath is of great antiquity, being a sort of prayer. The head was bared because of respect for Deity, to whom appeal was made. After Christianity developed and the Bible was printed, oaths were taken by placing the bare hand on the book, head uncovered, during the administration of the oath, and at its completion the persons swearing kissed the Bible; all this reverently in an appeal to Deity to witness the obligation taken. This ceremony was introduced in this country and continued until twenty or thirty years ago. But the Bible was not always at hand and the general custom has reverted to the raising of the bared right hand with the head uncovered.

The practice of removing the right hand glove comes from the fact that in olden times all criminals were branded in the palm of the right hand, and consequently, in order to ascertain whether a witness was a criminal, all witnesses wearing gloves were required to bare the right hand before being sworn.

Medals and Other Insignia are worn on the left breast because it was the shield side of the Crusaders, and furthermore, because it was near the loyal heart that the knight placed his badge of honor and fealty to his king.

Twenty-one Guns the International Salute. This practice, like many of our others, we got from the British.

A proposition originating with the British Government and adopted by the United States August 18, 1875, provides for "Salutes to be returned gun for gun," the British salute at that time consisting of 21 guns.

So, that is the reason why our international salute consists of *twenty-one* guns. The question now arises, "Why did the British select the particular number *twenty-one*?"

Originally *war-ships* fired salutes of *seven* guns, the number *seven*, "The Sacred Number," having probably been selected because of the mystical and symbolical significance given it in the Bible as well as among the principal nations of antiquity. The origin of the mystical and symbolical significance is doubtless astronomical or rather astrological, viz, the observation of the *seven* planets and the phases of the moon changing every *seventh* day. In the Bible we find the Creation was completed in *seven* days; every *seventh* year was sabbatical and the *seven* times *seventh* year ushered in the jubilee year, etc.

Although by regulation the salute at sea was *seven* guns, shore batteries were allowed to fire three guns to the ships one. The difference was due to the fact that in those days sodium nitrate, which easily deliquesces, was largely used in the manufacture of powder and consequently the powder easily spoiled at sea, whereas it could be better kept on land, where *three* times as many guns were, therefore, prescribed. The multiplier, *three*, was probably selected because, like *seven*, it has been from remote antiquity, a number of mystical and symbolical significance.

After potassium nitrate, which is not as perishable as sodium nitrate, came into general use in the manufacture of powder, and it was not, therefore, so difficult to keep powder at sea, the number of guns for the naval international salute was raised to equal the number of guns given by land forces—that is *twenty-one*.

By common agreement, the international salutes of all nations are now 21 guns. International salutes grew out of custom and usage, and therefore have a basis similar to that of the common law of England. The custom began with the requirement of strong nations to exact from foreign vessels acts of submission, even by force, but in the 17th century the question of ceremonial became a matter of negotiation and frequently of hostility between the states of Europe. Although saluting was originally forced upon the vessels of smaller nations to compel them to recognize the superiority of the greater, in the final recognition of the principle of equality between nations it became customary to render salutes "gun for gun."

Twenty-one Guns the Presidential Salute. The Presidential salute has not always been 21 guns. For instance, in 1812 and 1821 it was the same as the number of states, i. e., 18 and 24, respectively, which was also our international salute.

In 1821 the President and the Vice President received the same number of guns. Before this time the Vice President had received only 15 guns.

Since 1841 the President has received a salute of 21 guns and the Vice President 17.

The "**Salute to the Union**," commemorative of the Declaration of Independence and consisting of one gun for each State, is fired at noon on July 4 at every post provided with suitable artillery. The salute at present (July, 1911) consists of 46 guns.

Dough Boy. The following versions are given of the derivation of the expression "Dough Boy" as meaning "Infantryman":

1 In olden times, when infantrymen used to clean their white trimmings with pipe-clay, if caught in the rain the whitening would run, forming a kind of dough—hence the sobriquet "dough boy."

2 The tramp of infantry marching in mud sounds as if their shoes were being worked and pressed in "dough."

3 From "Adobe" (mud) then "Dobie"—the idea being Infantrymen are the soldiers who have to march in the mud; hence the expressions used in the sixties and early seventies in referring to infantrymen as "Dobie crushers," "Dobie makers" and "Mud crushers."

4 However some Infantrymen think they are called "Dough boys" because they are always "kneaded" (needed), while other Infantrymen think they are so called because they are the "flower" (flour) of the Army.

(Probably loyal infantrymen think this for the same reason that good artillerymen say artillerymen are called "Wagon soldiers" because they are the ones who always "deliver the goods.")

Meaning of the Word "Infantry." The Infantry is the oldest of the "arms" into which armies are conventionally divided. The word "Infantry" comes from a Latin word meaning child, boy, servant, foot soldier—foot soldiers being formerly the servants and followers of knights. It is said that in German reviews the Infantry always comes first and is greeted by the Emperor as "My children," the "Mes enfants" of the French—hence "Infantry," an assemblage of children.

How. The expression "How," used by Army men in drinking, is equivalent to the expressions "Here's to your health," "My best regards," etc.

There is a humorous version of the significance of "HOW" to the effect H O standing for water, the HO stands for $\frac{1}{2}$ water and the W stands for whiskey—i. e. " $\frac{1}{2}$ water and $\frac{1}{2}$ whiskey."

Some think it is merely the Indian corruption of "How d'ye do?"—the usual salutation of the white man, abbreviated by the Indian into "How," and taken up and used by officers and soldiers who in the early days of frontier service were thrown in constant contact with the Indians.

However, on the other hand, there are others who believe the expression is derived from the Indian language direct. Colonel H.

L. Scott, Superintendent of the U. S. Military Academy, and a recognized authority on the Indian language, says:

"The word has been widely used by the Indians of many tribes having different spoken languages. The earliest reference is from Alexander McKenzie (discoverer of the McKenzie River), 1789, speaking of the Cree Indians, p. 71: He then sits down and the whole company declare their approbation and thanks by uttering the word 'ho.' The next reference is found in Bradbury's Travels in the Interior of North America, 1809-1811. This book has been reprinted in *Early Western Travels*, edited by Reuben Goldthwaite, vol. V., 116: Whenever their performance (Ricarees, Mandans, Gros Ventres of the Missouri singing) ceased the termination was extremely abrupt by pronouncing the word 'how' in a quick elevated tone. Consult also Alice Fletcher's *Indian Songs*. *Century Magazine*, vol. XXV, p. 421, and *Archaeological and Ethnological papers*, Peabody Museum, No. 5.

"Governor I. I. Stevens in *Pac. R. R. Report*, vol. 12, part 1, p. 75, 1853, Among the Assinniboines—"My remarks seemed to make a very favorable impression and were received with every mark of respect. Their approbation was shown as each paragraph was interpreted by the ejaculation 'how'—a common word answering every purpose of salutation, approval, concurrence.

"Dr. Washington Matthews in his able monograph on the Hidatsa Indians, written probably about 1868, has, p. 147, 'H-a-o,' a word used to denote approbation, gratification, agreement, assent—a greeting. It is common to many Indian languages. It is usually written 'how' by travelers, the same as the English word 'how.' It is difficult to determine the best mode of spelling. Mr. Riggs in his *Dakota dictionary* writes it 'hao' and 'ho,' both of which forms are used here also, although the Tidatsas rarely say 'ho.' I have heard it myself with the above signification used among the Indians of the Southern Plains—sometimes with the form 'ehow, ehov'—'thanks,' among the Kiowas, Comanches, Kiowa Apaches, Caddos, Wichitas and Delawares, Southern Cheyennes and Arapahoes in Oklahoma.

"The above references show the use of the word on the plains from the Saskatchewan River to the Rio Grande, from 1789 at least until the present day. The following from Colonel Rodenbough's book *From Everglade to Canon with the 2nd Dragoons*, p. 55, is an account of the origin of the use of the word how in the Army:

"Coacoochee, a chief of the Seminoles in Florida, was invited to meet Col. Worth at Fort Cummings near Big Cypress Swamp in Florida, March 5, 1841. Coacoochee came to the meeting and for certain reasons was treated with great consideration. . . . On this occasion originated the expression 'Hough,' which, as an army sentiment, has been uttered by countless lips from the Gulf of Mexico to the St. Lawrence, from the Atlantic to the Pacific; and even the banquetting halls of foreign lands have not been strangers to the little word, so full of joyous memories to the American soldiers, although few know when, how, or where it was coined.

"Coachoochee, observing that the officers of the garrison used certain expressions, such as 'Here's luck!' 'The Old Grudge!' etc., before drinking, asked Gopher John, a negro interpreter, what they said. John was puzzled but finally explained by saying, 'It means. - How D'ye do!' Whereupon the chief with great dignity lifted his cup, and, elevating it above his head, exclaimed in a deep guttural and triumphant voice, 'Hough!'

"The word was at once adopted by the officers of the Infantry and Second Dragoons, and its use has spread rapidly through the whole Army."

"Sounding Off" at Parade and Guard Mount. At parade and at guard mount when the adjutant gives the command, "Sound off," it is *customary* for the band to play three chords or flourishes, called "THE THREE CHEERS," before beginning to play the march and marching up and down in front of the command. After the band has returned to its place and finished playing the march, the "THREE CHEERS" are again sounded.

This practice comes from the following custom that obtained during the Crusades:

Soldiers that had been selected to go on the Crusades were often formed in line with troops not so selected. The band would march past and countermarch only in front of the soldiers designated for Crusade service, thus signaling out and dedicating to the cause these particular men. It is very probable that the assembled populace did considerable cheering during this part of the ceremony and it is quite likely that "THE THREE CHEERS" are symbolical of that cheering.

Parades and Reviews originated in the days of feudalism when rulers, as a suggestive display of their strength, were wont to parade their soldiers in the presence of other rulers.

The Practice of Hoisting The Flag to the Peak of the Flag-Staff before Lowering it to and from Half-Staff comes from the Navy, where the flag is *invariably* saluted when hoisted and also before being lowered. The saluting position of the flag is at the peak of the flag-staff—hence the flag must be raised to that position before it can be saluted upon being placed at half-staff or lowered therefrom.

Pledges. In case an officer commits an offense while under the influence of liquor or drug, which renders him liable to trial by court-martial, his commanding officer, under a well recognized custom of the service, sometimes either refrains from preferring charges, withholds charges which may have been preferred, or withdraws such charges, in consideration of the accused officer's giving his word of honor in a written signed pledge that he will abstain for the future or for a certain period, from the use of such intoxicating liquor or drug.

Such a pledge is held to be so sacred that a violation of it has always been recognized as conduct unbecoming an officer and a gentlemen, in violation of the 61st Article of War.

FORM OF PLEDGE.

MADISON BARRACKS, N. Y.,

January 1, 1911.

I, John A. Smith, Major, 40th Infantry, in consideration of not having charges preferred against me (or of the withdrawing of charges preferred against me) for drunkenness on duty (or drunkenness to the scandal of the service), of which I am guilty, do hereby give my word of honor and pledge my commission that I will abstain from the use of alcoholic liquor as a beverage or otherwise, except when prescribed as medicine in case of sickness by a physician, for the period of — years (or for the rest of the time that I am in the service).

In some cases the following is added:

My signed resignation from the service as an officer of the Army, without date, is hereby inclosed and in the event that I shall break this pledge the date may be inserted in this resignation and it may be forwarded.

JOHN A. SMITH,

Major, 40th Infantry.

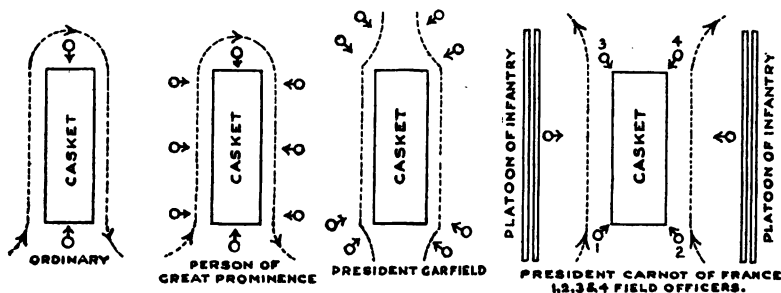
Significance of Our Insignia of Rank. The second lieutenant stands on the level ground, looking up to his superiors at varying altitudes above him. He begins to climb toward the top, his first step being the lower bar of the fence, which position is typified by the one bar of the first lieutenant. Upon reaching the top of the fence, the officer wears two bars, which represent the bottom and the top bars of the fence, from which point of vantage he can now survey the field. From the fence, the officer must climb to the branches of the oak.

the tree of might and strength. It is a long climb and symbolizes the marked difference that exists between the company and the field officer. The gold oak leaf on the major's shoulder strap symbolizes this position. The next step is to the tallest tree of the forest, the straight, towering silver poplar, with no branches for many feet from the ground. Although this point of vantage is somewhat higher than that of the oak, it is not materially so, and the duties and responsibilities of the position are about the same. The officer is now among the silver leaves of the poplar, which fact is typified by the silver leaf of the lieutenant-colonel. The silver eagle of the colonel symbolizes the bird that soars above the top of the towering poplar. The next step is the greatest of all: To the stars up in the firmament, far, far above the eagle's flight, which position is typified by the star on the general officer's shoulder strap.

This description of the significance of our insignia of rank is, of course, merely a romantic explanation.

Guard of Honor Over Remains Lying in State. Practice regarding the details of this custom is not uniform. The following statements are based on what was done in the cases of the remains of President Garfield, Generals Grant and Lawton, Secretary of State John Hay and several other persons of less note:

The number of sentinels, never less than two, depends upon the prominence of the deceased. These diagrams show various numbers of sentinels and their disposition:



Sentries are represented thus. $\bigcirc \rightarrow$, and the dotted lines indicate the line of march of the public.

The guard is always under the command of an officer, the enlisted personnel consisting of as many noncommissioned officers and privates as may be necessary. In the case of dignitaries the sen-

tinels may be officers.¹ In the case of an officer serving with troops, men of his command are selected for the duty, and preferably men who have shared personal danger with him or who are attached to him. In other cases, the only things considered in selecting the guard, are soldierly bearing, steadiness and discipline.

The sentinels, in full dress, are posted as soon as the casket, flags, flowers, etc., are arranged and before the doors are opened to the public. They always face the casket, and remain at parade rest, with the head bowed. (If in a church, they always face the altar.) During the hours that the public is excluded from the building, the sentinels may appear in dress uniform and may be allowed to sit and walk—they would then be relieved every hour. Overcoats may be worn if the weather is sufficiently cold and the building can not be kept warm. When there are no people around, the sentinels might very properly be allowed to stand at ease.

The usual instructions for the sentinels are to allow no one to interfere with or touch the casket, and to see that the public do not stop, but that the line moves on continuously. One or more non-commissioned officers should exercise general supervision over the line of passing people, and see that it does not stop.

Sentinels are relieved every thirty minutes. Sometimes bayonets are fixed and other times not. In case of mounted troops, the sentinels are posted with the saber drawn. The sentinels render no salute whatsoever. Sometimes the sentinels present arms when the pallbearers are leaving the room with the casket.

An atmosphere of silent dignity should surround the remains of the honored dead, and consequently the sentinels should be relieved in silence, the commands being murmured. The corporal and sentinels should move to and fro at trail and the sentinels do not port arms in exchanging post. In coming to the order, the rifle is gently lowered to the floor. The old sentinel comes to attention as the new one halts at his left, and faces about at the murmured command of the corporal, the new sentinel side-stepping into the old sentinel's place as soon as the latter marches away.

When the pallbearers take their places at the handles—just before the signal "Raise" or "Lift," is given—the sentinels stand relieved. They may, if it be so desired, march out immediately in rear of the casket and join the escort outside.

¹ This was the case with the remains of General Grant, President Carnot (of France) and Queen Victoria.

Seating Guests at Dinner. If a dinner is given in honor of Mr. and Mrs. A, then Mr. A sits at the right of the hostess, and Mrs. A at the right of the host, irrespective of the social, political or official importance of Mr. and Mrs. A.

(Although it is the prevailing custom to place the "guests of honor" on the right of the host and hostess, it should be said that when there are present persons of considerably greater prominence than the "guests of honor," it is thought that the former should be given precedence. Abroad the rank of individuals determines the position at table, regardless of the "guest of honor," unless the latter be a great celebrity. In Washington and other large cities the American usage is giving way to that of the rest of the world.)

If a dinner is not given in honor of some particular person, then, when military and civil officials are present, the hostess places the most important civil functionary on her right and the highest ranking officer on her left, or vice versa, depending upon circumstances, which the occasion alone can decide. Their wives should have the corresponding seats of honor next to the host. For example, in the Philippines a Department Commander would be given precedence over a Provincial Governor, and ordinarily a post commander would be given precedence over a presidente. Department Commanders should rank next to Commissioners, Colonels next to Provincial Governors, and other field officers (not commanding posts) next to presidents. Common sense and custom must be exercised in determining precedence, but in a gathering of civil and military officials this general principle should always be borne in mind: In our form of government the military is subordinate to the civil; so, where the positions of a military and of a civil official are so nearly the same in importance as to cause doubt as to precedence, it is always safer to give precedence to the civil official.

The other civilians, the officers and the ladies should be assigned to seats according to rank or position, social or official, (ladies and gentlemen alternating) from the two ends to the center of the table, but the hostess must use good judgment and consider the congeniality of neighbors. It goes without saying that when natives in the Philippines are invited to dinner, there can be no discrimination in assigning them seats.

If no ladies are present, as for instance, at a military dinner, the host might select an officer of his own rank—ordinarily an intimate friend—or the senior officer present, and place him at the opposite end of the table. Then the host would assign the highest in rank to the seat on his right, the next to the seat on his friend's (or senior's) right, the third on his left, the fourth on his friend's (or senior's) left, etc. If an Army officer were governor of a province, he would ordinarily, at a "stag" dinner,

place the highest civil functionary at the other end of the table; No. 2 civil at his right, No. 3 civil at his left; Nos. 1 and 2 Army, at the right and left of the civil functionary, etc., alternating officers and civilians with due regard to importance, but being careful to arrange neighbors that will probably be congenial.

The hostess should be served first, or, in her absence, the host—the latter is always served first with the wine. The reason being that the hosts are thus able to see that everything is as it should be before being served to the guests.¹

The servant should then pass to the hostess' right and down that side around and back up the other side, helping the guests in regular order irrespective of sex or rank.

If there are two serving the same dish, they should both repair to the hostess and then pass around the two sides simultaneously.

If two servants are passing the different parts of the same course, one proceeds as above and the other follows.

If the table is not long but is round, the seating and serving conform as nearly as possible to the principles above cited.

At even small dinners of eight people it is customary to use "place cards" on the table at each napkin, neatly written: "Mrs. Blue," "Colonel Yellow," etc.

"Place cards" should always be used at large dinners so as to avoid confusion.

At very formal and rather large dinners, the gentlemen, on entering the host's home are handed by the maid at the door, a small envelope inclosing a card bearing in writing the name of the lady to be escorted by him to dinner. It becomes his duty to seek her "place card" and draw back and push up her chair.

At very large dinners for men a diagram of tables and seats showing the place of each guest is prepared for consultation by guests before entering the dining hall. Great confusion and endless wandering about might otherwise result.

See "Dinner" in the index.

Treatment of Guests at Receptions. At a reception no one in particular can be served first—it is a case of "First come, first served." Soon after the guests pass the receiving line they are shown to the dining room where they are served and looked after by the assistants and attendants.

¹The Romans did likewise but with them it was done to prove to their guests that food and drink were not poisoned.

Special attention should always be paid to persons of prominence. See "Receptions" in the index.

The Regimental Mess. The main purpose of a **Regimental Mess** is to promote cordiality, comradeship and esprit de corps, and while such a mess is social in its nature, the meals, especially dinner, are in a way semi-official functions. In order to give a **Regimental Mess** the proper atmosphere, it should be the repository of regimental trophies and regimental souvenirs collected during the service of the regiment.

The Regimental Mess in our Army is not a general and established institution as it is in European armies; consequently our mess customs are not uniform. In most European regimental messes, particularly the English and German, there is considerable formality, especially at dinner, where the English wear the mess jacket and the Germans their double breasted frock coats or full dress if distinguished guests are present, toasts are made to the sovereign and others, and many customs observed. The following is the consensus of opinion of various officers who have been in regimental messes both in this country and abroad:

The colonel (or the senior officer) presides and sits at the head of the table, the lieutenant colonel on his right, the adjutant on his left, the other officers being seated on both sides of the table according to rank. The caterer sometimes sits at the end of the table opposite the presiding officer.

Dinner is a formal meal, everyone wearing the uniform prescribed. The members of the mess assemble at some convenient place and await if necessary the arrival of the presiding officer. They follow him into the mess and take their seats when he takes his. Should he know that he will be late, he ordinarily sends word to the officers not to wait for him, but to proceed with the meal. Should he arrive during the meal, everyone rises and remains standing until he has taken his seat, and likewise when he leaves the table, those who remain, rise. This, of course, applies to all meals.

The cloth is considered "removed" when the presiding officer receives his cup of coffee; this ends the "formal" part of the meal, and smoking is in order. Before the cloth is "removed" no officer may leave the table without making his excuses to the presiding officer. At very important dinners no officer may leave the table until the presiding officer himself sets the example.

In case a junior officer is late at dinner he should, before taking his place at table, approach the presiding officer with a gentlemanly word of apology for his lateness. This, however, is not necessary at the informal meals of breakfast and luncheon.

Should the presiding officer so desire, it would not be amiss to invite the regimental chaplain, by a mere inclination of the head, to say grace before dinner. Should a bishop or prelate be present as a guest, he might be invited to say grace.

Guests should be introduced to the presiding officer before the meal.

Breakfast and lunch are informal meals and all officers come and go at their own pleasure, within the hours fixed for the meals, wearing the uniforms that may be required by their various duties.

See "A," page 391.

REGULATIONS FOR A REGIMENTAL MESS.

(Compiled from those of two regimental messes.)

1. All officers of the regiment (which includes the chaplain) and the surgeons on duty with the regiment, are eligible to membership.
2. Breakfast and lunch being informal meals, will be served from 6:30 to 8:30 a. m. and from 12 m. to 1:30 p. m., and may be partaken of individually, each officer selecting the hour most convenient. The dress will be that prescribed for the day's duty.
3. Dinner will be served at — p. m., and the mess jacket will be worn.
4. Political, personal and religious discussions and the criticism of orders, are interdicted as being contrary to the spirit of the occasion. Officers will also refrain from conversation that may possibly be misinterpreted by servants in the room.
5. Officers having guests will notify the steward in advance, and, in order that proper attention may be shown them, will present them to the senior officer immediately upon his arrival.
6. Expenses, except for liquors and tobaccos, will be divided pro rata, and guests will be paid for by their entertainers.
7. The office of caterer will rotate monthly amongst the members of the mess.
8. Those who are late will be served with the course then in progress, unless unavoidably detained, in which event, after having made his excuses to the presiding officer, the latter remarks, "Let the gentleman be served with the first course."
9. No orderlies, messengers, etc., will be allowed to enter the mess during meals.

A Flag at Half-Staff. The exact position of the flag at half-staff is not fixed in the Army Regulations, the Manual of Guard Duty, or the Navy Regulations, nor has it ever been defined in orders. In practice the position of the flag at half-staff is as follows:

(a) *In the case of a cylindrical iron flag-staff*, the middle of the hoist¹ is half way between the top of the top-staff and the band to which the top of the guy anchors are fastened;

(b) *In the case of a flag staff with cross-tress*, the middle of the hoist is half way between the top of the top-staff and the top of the lower-staff;

(c) *In the case of a flag-staff of one piece*, the middle of the hoist is half way between the top of the flag-staff and the foot of the flag-staff.

B Special Dinners. On Christmas day, Thanksgiving, July Fourth, and sometimes February 22, special dinners are served to the soldiers, in many cases the dining rooms being appropriately decorated. As a rule the decorations remain during the whole of Christmas week and a special dinner, but not as elaborate as the Christmas dinner, is served New Year's day. The company commander and the lieutenants of the company, accompanied by the lady members of their families as well as by others, visit the dining room and kitchen just before the dinner is served. In some few companies the soldiers are permitted to invite their wives and other ladies to dinner.

In some commands the post commander, accompanied by his staff, other officers and some of the ladies of the garrison, visit all the dining rooms and kitchens just previous to the dinner hour.

At some posts the soldiers give a dance that evening or the evening before, in the post hall or in the barracks.

¹The dimension of a flag that extends along the flag-staff is called the "hoist," while the other dimension is called the "fly." In case of a flag that is fastened to a staff, like a guidon, for instance, the dimensions are called the "pike" and the "hoist." When a flag-staff consists of two parts or sections, the upper part is called the top-staff (or topmast) and the lower part the lower-staff (or lower-mast or mainmast). The term "staff" is military, while the term "mast" is naval or nautical.

CHAPTER XXI

FIELD SERVICE¹

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

Just what and how much should be taken into the field in the way of equipment and personal effects depends upon the kind and amount of transportation available, the nature and probable duration of service, climatic conditions and other considerations. The general tendency, however, is to take along a lot of unnecessary plunder—the matter should be given careful thought, and nothing except what is absolutely necessary should be carried.

In time of peace, under ordinary circumstances, a company commander receiving orders to take the field with his company, should at once make the following preparations regarding rations, transportation, equipage, blanks in field desk, etc.²:

Personal Equipment of Enlisted Men

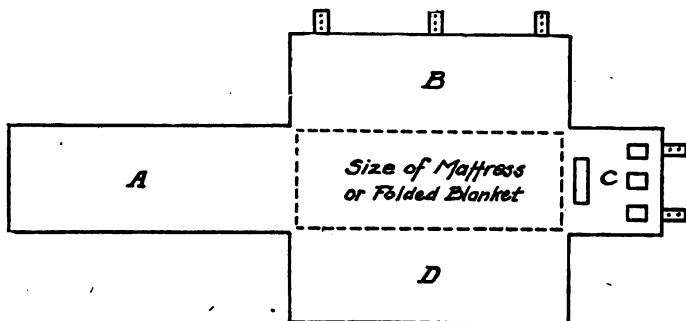
Have the first sergeant inform the men as to what equipment they are to take, and cause them to pack up the rest. The men should be informed as to what they will carry on their persons and what they will send by wagon or rail.

¹For War Department Orders regarding arms and equipments for troops and field training of troops, see SUPPLEMENT, Chap. XXI, Par. 129.

²The order directing a company commander to take the field usually specifies the number of rations, amount and kind of tentage, the number of rounds of ammunition to be carried by the men and to be carried by transportation, and the transportation to be furnished. The order should also show the destination, time of departure, probable duration of absence and the nature of the duty to be performed.

Officers' Equipment and Personal Effects. (See Supplement, Chap. XXI, Par. 131.)

A piece of canvas this shape



The flap A folds over the mattress; B buckles over on the top of D, which is folded over the mattress; C, on which are pockets for toilet articles, etc., is buckled over on the top of the other flaps. The whole is then rolled into as small a roll as possible and strapped or roped. The pillow, blankets, towels, extra underwear, etc., are carried in the roll. The canvas can be made into a hammock or a sleeping bag.

(Some officers prefer a piece of canvas of rectangular shape, i. e., cut away at the corners like the above piece).

An officer's canvas bedding roll may be purchased from the Quartermaster's Department (Cir. 22, 1909, and 3, 1910). Cost, \$6.28.

The Q. M. clothing roll costs \$3.12.

A piece of canvas or matting about 3x6 feet is very convenient to cover the floor of the tent near the cot.

The following list of articles is, of course, subject to curtailment, depending upon personal taste and the available transportation, climatic conditions, probable duration of field service, etc.:

Bath tub, rubber.

Blankets.

Bucket, G. I. and dipper (or a folding rubber bucket).

Camp chair and table, folding.

Candles.

Candlesticks.

Can opener.

Cards, playing.

Carry-all, with pockets for whisk broom, tooth brush and powder, hair comb and brush, shaving materials, etc.

Chocolate should be carried when amount of food is limited because of lack of transportation or for other reasons.

Clothing—extra shirts and trousers.

Clothes hooks which can be attached to tent pole.

Coat, 1 extra.

Cold cream, if winter—fine for chapped lips, etc.

Comb and brush.

Compass.

Corkscrew.

Cot, G. M.

Diary. Some officers make it a rule always to keep a diary while in the field. It is very convenient to refer to afterwards as to dates, etc., when various things have occurred.

Emergency ration. It's a good plan to have always in your kit one emergency ration.

Field glasses.¹ (The Goerz Army and Navy Binoculars, manufactured by the C. P. Goerz American Optical Company, 317-323 East 34th St., New York, are recommended, being especially constructed for hard field service. The large field of these glasses enables one to see in the early morning and in the evening when the light is too faint to use the ordinary field glass. Having a very large field, they are easy to hold steady. They are sold to Army and National Guard officers at the same price that the Government pays.)

First aid packet.

Flannel shirt.

Footgear (boots, shoes, rubber boots, or what not, according to nature of duty).

Handkerchiefs.

Hatchet (small).

Housewife, with needles, pins, thread, buttons, etc.

Lantern with lantern candles (or a folding lantern).

Map of the country to be traversed.

Matches.

Medicine. A pocket aluminum medicine case, weighing three or four ounces, with tubes containing some such medicines as:

- 1 Tablets of aloin, belladonna, strychnine, and capsicum, to be taken at night to relax bowels by morning.
- 2 Acetanilid, extremely, antiseptic; internally, for fever.
- 3 Aspirine in capsules. For rheumatism, 5 grains every 5 hours.

¹ Field glasses may be purchased from the Signal Corps.

- 5 Squib's Mixture, in tablet form, for cramps and diarrhea.
- 6 Ipecac tablets, to induce vomiting in case of poisoning, etc.
- 7 Compound cathartic pills (of the pharmacopœia.)
- 8 Quinine.
- 9 Morphia and atropin for surgical pain. (Tablets should not be over $\frac{1}{8}$ grain of morphine and 1-120 of atrophine.)
- 10 Capsicum, nux vomica, and ipecac, digestant.
- 11 Heroin tablets (gr. 1-24). For coughs.

Such a case can be obtained from any large drug store.

It is also well to take along a roll of zinc oxide plaster for abrasions, cuts, blisters, etc.; also, some sodium hyposulphate—"Hypo"—for chiggers. Bacon fat is also excellent for this purpose.

Mirror, hand.

Money. \$20 or \$25, depending upon circumstances, financial and otherwise. If you have a bank account, it might be well to carry two or three blank checks.

Odometer—for use on one of the wagons.

Overcoat—in case of possibility of chilly evenings.

Pillow (with colored pillowcase).

Pocket knife.

Poncho (or rubber cape or mackintosh. In the cavalry, a pommel slicker).

Razor, with strop, shaving soap (Williams, stick), and brush.

Reading matter.

Rope—about 12 feet of $\frac{1}{2}$ -inch rope to be tied to upright poles near top of tent to hang clothes on.

Scissors.

Shoes—one extra pair.

Shoe laces (two or three extra pair).

Slippers.

Soap (toilet and laundry). Toilet soap in tin box.

Sponge, large (in oil-silk bag).

Stationery, etc., including a fountain pen, pencils, carbon-duplicating notebook, ordinary notebook, postage stamps, paper fasteners, assorted rubber bands. Also a pencil with one red end and the other blue. One of the various Field Message Books might prove useful.

Sticking plaster (zinc oxide adhesive plaster, in spool form, is the best).

Tobacco.

Toilet paper.

Tooth brush and powder.

Towels (face and bath).

Trousers, 1 pair.

Underwear (shirts, drawers and socks).

Wash basin, tin or rubber.

Watch. (A small watch, worn in a leather bracelet, is recommended).

Whisk broom.

Whiskey (or brandy), if desired.

A ball of twine, a few screw eyes and hooks and a few nails and tacks might not be amiss.

A In cold weather, it is most important both for comfort and health that the extremities be kept warm at night. A sweater with high rolling collar, a pair of heavy woolen socks and a woolen knitted nightcap are excellent for this purpose, being equivalent to two or three blankets.

In mosquito time, a mosquito head-net should be taken along.

Under certain conditions the following might be taken in an officer's kit:

A hollow-handle tool set.

Tent-pole hooks.

Combination knife (the "H. H. H." knife made by Oscar Barnett, Newark, N. J., is very good).

Portable shower bath ("The Gorrien," made by the Plant Rubber Co., Minneapolis, Minn., is very good.)

Field Quartermaster and Commissary

If necessary, designate one of the lieutenants to act as quartermaster and commissary. If wood and forage are to be purchased and other expenses incurred, the necessary arrangements as to blanks, etc., must be made.

For blanks that should be carried along, see **Supplement, Chap. XXI, Par. 132.**

If checks are to be issued, then a check book must also be carried.

In addition to the above a memorandum book should be carried in which each voucher as to amount of purchases, cost, services, etc., should be entered—also the actual issues and expenditures made daily—in fact, a journal of all transactions which will require reports to be made.

Allowance of fuel per day for 100 men:

Hard wood, 2 cd. ft. 3 in.

Soft wood, 3 cd. ft. 11 in.

Allowance of forage and straw:

Hay, 14 lbs. each animal.

Straw, 3½ lbs. each animal.

Grain, 9 lbs. each mule; 12 lbs. each horse.

All vouchers for rent for camping ground must state time the ground is occupied (for example, from 1 to 4, July, 1903).

Transportation

Ascertain what transportation you will have. If wagon, have it report to you as early as practicable for your personal inspection, at which the post quartermaster should be present. If rail or water transportation is to be furnished, obtain the necessary transportation requests from the quartermaster and the liquid coffee money from the commissary.

The cars should be inspected before the troops embark and also after they disembark, and their condition noted.

For field allowance of transportation and the amount of supplies to be carried, see "Manual for Quartermasters Serving in the Field."

Tentage

If the order does not state the amount and kind of tentage to be taken, get this information from the adjutant. If conical or wall tents are to be taken, they should be pitched and inspected as soon as drawn from the quartermaster.

The tent pins should be carried in a box or in sacks and not in the tents.

A tent fly or a paulin (with upright and ridge poles) should be carried for shelter over the kitchen.

Rations

Ascertain how many days' rations you are to take and then consult the first sergeant, the quartermaster sergeant and the cooks as to what articles of the ration are to be taken. If there is sufficient transportation, soft bread should be taken for the first two days.

The rations should be drawn and taken to the company as soon as practicable, so as to be on hand in ample time to be loaded when the transportation reports. The quartermaster sergeant should be charged with this.

If, before returning, rations are to be drawn from some other commissary, do not fail to get your ration certificate (Form 27, Sub. Dept.), from the post commissary.

For method of messing troops traveling by rail, see Supplement, Chap. XXI, Par. 133.

Forage

The amount of forage should be cut down to the lowest necessary amount. As a rule teamsters and quartermasters want to load up with extra forage.

Ammunition

If the order does not state how much ammunition is to be taken, ascertain the amount from the adjutant.

Medicines for Animals

A supply of the veterinary medicines commonly used for colic, burns, etc.

Equipage

Consult the first sergeant and the quartermaster sergeant about the matter. Generally the following articles would answer for a company of 65 men:

- 1 field range, or two buzzacotts.
- 8 camp kettles.
- 8 mess pans.
- 1 pot rack.
- 6 buckets, G. I.
- 3 lanterns. (If you can get them, 1 for each tent.)
- 6 axes and 6 extra helves.
- 6 camp hatchets and 4 extra helves.

(The axes and hatchets should be provided with leather covers that protect the edges and also prevent damage to other articles with which they may be packed.)

- 4 picks and 1 extra helve.
- 3 shovels, S. H.
- 2 spades.
- 1 Sibley stove and pipe to every tent in winter.

The following articles should also be carried:

- Some $\frac{1}{2}$ -inch and $\frac{3}{4}$ -inch rope.
- A saw.
- Ratchet brace and assorted bits (including a screw-driver bit).
- A file.

Lanterns.

One ball twine.

Rivets.

An assortment of 6, 10, 20 and 60 penny nails.

A spring balance which will weigh about 200 lbs. is an excellent thing to carry along—can be used in verifying weights of beef, forage, stores, etc., preventing disputes that usually arise from “guessing” at weights.

Field Desk

Have the company clerk pack the field desk, which should always contain these articles:

- 1 Army Regulations, Field Service Regulations, and Drill Regulations.
- 2 Manual for Courts-Martial and Manual of Guard Duty.
- 3 Quartermaster's Manual.
- 4 Field Morning Report.
- 5 Descriptive Lists, Military Records, and Statements of Accounts (with latest clothing order.)
- 6 Sick Report.
- 7 Duty Roster.
- 8 Property Book.
- 9 Memorandum Book for data for muster and pay rolls.
- 10 General Orders and Circulars, War Dept., since publication of last Army Regulations.
- 11 Muster Rolls.
- 12 Descriptive Lists.
- 15 Special Descriptive List of Deserters.
- 14 Inventory of Effects of Deceased Soldiers.
- 15 Special Descriptive List of Deserters.
- 16 Record of Previous Convictions, Summary Court.
- 17 Statement of Service.
- 18 Company Return.
- 19 Return of Casualties in action (to be taken only in case of expected action).
- 20 Special Field Return.
- 21 Furloughs.
- 22 Discharge (honorable and without honor).
- 23 Final Statements.
- 24 Ration Returns.

- 25 List of Soldier's Allotments.
- 26 Soldier's Allotments to be Discontinued and to Expire.
- 27 Pay Rolls.
- 28 Survey Blanks.
- 29 Inventory and Inspection Reports.
- 30 Mucilage.
- 31 Envelopes.
- 32 Rubber erasers.
- 33 Ink eraser.
- 34 Pins and paper fasteners.
- 35 Tape.
- 36 Ink (red and black), pens, penholders and pencils.
- 37 Sealing wax.
- 38 Blotting paper.
- 39 Rubber bands.
- 40 Ruler.
- 41 Paper pads—plain and also carbon-duplicating.
- 42 One or two blank books.
- 43 Letter paper and legal cap paper.
- 44 Candles.
- 45 Matches.

The correspondence book may be kept in a memorandum book and transferred to the permanent records upon return to post. What other books and blanks are to be carried will depend upon what reports and returns may be required, the probable duration of the field service and other circumstances. If, for instance, the company is to be out from May 1 to July 15, several men are to be discharged and reenlisted; telegrams are likely to be sent and transportation requests issued; and an ordnance return to be submitted, then the following additional articles are to be carried:

- 1 Official telegram blanks.
- 2 Transportation Requests.
- 3 Railroad Guide.
- 4 Descriptive and Assignment Cards.
- 5 Enlistment papers.
- 6 Special Tri-monthly Report, recruiting service.
- 7 Physical Examination of Recruits.
- 8 Statement of Charges. (Q. M. D.)
- 9 Return of Ordnance and Ordnance Stores (with retained copy of last return).

- 10 Receipt—Invoice for Transfer of Ordnance Property in the Field.
 11 Abstract of Expenditures (Ordnance).
 12 Statement of Charges (Ordnance).
 13 Addressed Penalty Envelopes for Return of Ordnance Stores.

NOTE. The only periodical reports or returns made by an officer in command of a *detachment* on detached service, are the muster rolls (Feb. 28, Apr. 31, June 30, Aug. 31, Oct. 31, and Dec. 31) and the pay rolls (monthly). No other reports or returns are rendered unless required by special instructions.

Medicines

If no surgeon is to accompany the command the following medicines should be taken along, the directions being plainly marked on each package:

Medicines	Doses	Use
Magnesium sulphate	1 oz.	Brisk cathartic
Compound cathartic pills	1 to 3 pills	Cathartic
Castor oil	$\frac{1}{2}$ to 1 oz.	Bland cathartic; used in diarrhea, etc.
Camphor and opium pills	1 to 2 pills	For diarrhea and dysentery
Squibb's Mixture	30 to 90 drops	Intestinal colic and diarrhea
Bismuth powders	10 to 30 grains	Indigestion and diarrhea
Aromatic spirits of ammonia	30 to 60 drops	Stimulant to the heart; used in heat exhaustion
Whiskey	$\frac{1}{2}$ to 1 oz.	Stimulant
Potassium chlorate	Saturated solution (All that water will dissolve)	As a gargle for sore throats
Tincture of iodine	Paint over surface	For inflammations, contusions, bruises, etc., where the skin is not broken
Brown Mixture	1 to 2 teaspoonfuls	Bronchitis
Quinine sulphate tablets (3 grains)	1 to 4 tablets	For colds, malarial fever tonics, etc.

Copaiba pills	1 to 3 pills	Gonorrhea and other inflammations of the urinary tract, also sub-acute and chronic-bronchitis
Carbolized vaseline	Emollient	Dressings in sores and skin affections
Ammonia or soap liniment	External use	Sprains, bruises, etc.
Morphine sulphate	$\frac{1}{4}$ to $\frac{1}{2}$ grains	To relieve pain
Potassium bromide	10 to 15 grains	To quiet the system and produce sleep
Pepsin	10 to 30 grains	Indigestion
Mustard plaster	External use	Counter-irritant
Powdered Ipecac	30 grains	To produce vomiting in case of poisoning
Mint tablets	1 to 2 tablets	Sour stomach
Sodium salicylate	1 to 3 tablets	Rheumatism
Phenacetin	3 to 5 grains	For headache and fevers. Combined with salol for influenza

Dressings: Sublimated gauze, bandages, first-aid packets, absorbent and safety, splints, iodoform, adhesive plaster and pins (common), cotton, cotton batting.

Funds

Take along the company fund check book and about \$50 in cash from the company fund.

Maps

If possible, take along a map of the country to be traversed.

Sick and Prisoners¹

Make arrangements about leaving behind the sick and general prisoners. In the cavalry and artillery provision must be made for the horses, if any, to be left behind.

Sometimes men to be discharged while the troops are on a practice march and who do not intend to reenlist, are left at the post.

The descriptive lists of all men remaining at the post, including those in the hospital, must be left with the proper officers.

Officers' Mess

Detail a soldier to cook for the mess and designate one of the lieutenants to run the mess. The officer in charge should get a supply of subsistence stores and arrange for the necessary messing outfit, including table, camp chairs, etc.

¹ In the field the construction of sinks, chopping of wood, hauling of water, etc., are usually done by prisoners, when there are any. Each company sends the necessary guard to get prisoners and to guard them while with the company.

OFFICERS' MESS CHEST.

(Designed by Capt. Robert Alexander, U. S. A.)

All measurements given are interior.



(Depth of tray, not including thickness of bottom, 3 3/8 ins.)



(Made of white pine, 3/4 inch thick. Partitions 3/8 inch thick. Corners reinforced—handles at ends—Yale padlock and key—exterior painted gray.)

CONTENTS.

(Agate Ware.)

2 Baking pans (two sizes, so that one will fit into the other.)

1 Can opener.

6 Cans, with screw tops (cans in which Lowney's commissary candy comes).

1 Corkscrew.

1 Coffee pot (small).

6 Cups, with handles (3 ins. deep; 3 3/8 ins. diam.)

6 Cups, without handles (conical shape, 3 3/8 ins. high; 2 7/8 ins. diam. at top).

8 Forks, table.

1 Fork, iron, long.

1 Frying Pan.

1 Gridiron, wire.

1 Knife, meat.

(Continued following page.)

CONTENTS.

(Agate Ware—Continued.)

- 8 Knives, table.
- 1 Meat cleaver.
- 1 Pepper box.
- 1 Pitcher, small.
- 6 Plates (8¾ ins. diam.)
- 6 Plates (7 ins. diam.)
- 1 Platter (14 x 11 ins.)
- 1 Platter (12 x 8½ ins.)
- 6 Ramekin dishes (5½ ins. diam.; 1 in. deep).
- 1 Saltcellar.
- 6 Soup bowls (5¾ ins. diam.; 2½ ins. deep).
- 1 Soup ladle.
- 1 Spoon, iron, long.
- 10 Spoons, large.
- 8 Spoons, small.
- 3 Vegetable dishes (three sizes so that they will fit into one another).

NOTE. A camp kettle, a mess pan or two, a table cloth and a dozen napkins should also be taken along.

Special Field Return

Submit the Field Return as required by Army Regulations.

Care of Property to be Left Behind

A reliable noncommissioned officer and one or two reliable privates should be left behind to look after the barracks and the property not taken along. A company order should be issued making one of them responsible for all the property, and arrangements should be made about their mess during the absence of the company. As many articles of personal property as possible that are to be left behind are packed in the lockers, everything surplus being plainly marked with the owner's name and then packed in clothing boxes.

Mattresses, pillows, sheets, pillowcases, lamps, etc., should be turned in to the quartermaster or left stored in the company quarters depending upon the probable length of field service. All surplus ordnance should be carefully packed and locked or sealed.

The company quarters and premises should be policed, the windows fastened, the doors locked and the keys turned over to the person to be in charge of the quarters.

MARCHES

In time of war, protection for troops on the march is provided by means of **Advance Guards, Flanking Parties and Rear Guards.**

The average march for infantry is from 15 to 20 miles a day; for cavalry, from 20 to 25, and for artillery from 15 to 25.

When practicable, marches should begin in the morning¹ after the men have had their breakfast, and the following general rules should be observed:

- 1 The canteens should be filled before the march begins.
- 2 Infantry should march about 3 miles an hour; cavalry about 5, alternating the walk and trot and occasionally dismounting and leading for short distances; the artillery about 4, the walk being the habitual gait.
- 3 The pace at the head of the column must be steady and the column must be kept closed up throughout its length.

¹ If considerable distance is to be marched without water, the start should be made late in the afternoon and continued until night and then again early the next morning, halting before the sun gets hot.

4 After the first half or three-quarters of an hour's march, the command should be halted for about fifteen minutes to allow the men to relieve themselves and to adjust their clothing and accoutrements.

5 After the first rest, there should be a halt of ten minutes every hour.

Immediately upon halting, the company should be cautioned, "Any man wishing to relieve himself, do so at once"—otherwise some will wait until the halt is nearly over.

6 Indiscriminate rushing for water upon halting should not be allowed—one or more men from every squad should be designated to fill the canteens of the squad.

7 No man should be allowed to leave the ranks without permission of his company commander.

Men allowed to fall out on account of sickness should be given notes to the surgeon. If a man be very sick a noncommissioned officer or reliable private should fall out with him.

8 Whenever a stream is forded or any obstacle passed, the head of the column should be halted a short distance beyond, so as to enable the rest of the column to close up.

9 In crossing shallow streams, the men should be kept closed up and not allowed to pick their way.

10 All men should be made to keep their places in column.

11 A lieutenant or the first sergeant should march in rear of the company to look after stragglers.

12 Nibbling while actually marching should be prohibited.

13 When the troops march for the greater part of the day, a halt of an hour should be made about noon, near wood and water, if practicable.

14 The halt for the night should be made in plenty of time to allow tents to be pitched, supper cooked, etc., before dark.

15 Since marching at the rear of the column is more disagreeable and fatiguing than marching at the front, organizations should take daily turns in leading.¹

¹ See "Marches" in the Infantry, the Cavalry and the Artillery Drill Regulations, in Field Service Regulations and in the Army Regulations. See also "The March in Campaign," in Munson's Military Hygiene.

ARTICLES OF WAR

ART. 54. Every officer commanding in quarters, garrison or on the march, shall keep good order, and, to the utmost of his power, redress all abuses or disorders which may be committed by any officer or soldier under his command; and if, upon complaint made to him of officers or soldiers beating or otherwise ill-treating any person, disturbing fairs or markets, or committing any kind of riot, to the disquieting of the citizens of the United States, he refuses or omits to see justice done to the offender, and reparation made to the party injured, so far as part of the offender's pay shall go toward such reparation, he shall be dismissed from the service, or otherwise punished as a court martial may direct.

ART. 55. All officers and soldiers are to behave themselves orderly in quarters and on the march; and whoever commits any waste or spoil, either in walks or trees, parks, warrens, fish ponds, houses, gardens, grain fields, inclosures, or meadows, or maliciously destroys any property whatsoever belonging to inhabitants of the United States (unless by order of a general officer commanding a separate army in the field) shall, besides such penalties as he may be liable to by law, be punished as a court martial may direct.

In time of war protection for troops in camp is provided by means of Outposts.

The art of laying out camps is called **castrametation**.

The following conditions must be considered in the selection of camp sites:

- 1 Location.
- 2 Water, wood and grass.
- 3 Sanitation, and in time of war, defense and safety.

Camps should be on slightly sloping ground, well drained and subject to sunny exposures. Sandy or deep, gravelly soil is desirable, but muddy rivers, ponds, swamps, made ground, alluvial soil and enclosed ravines must be avoided.

In time of war all hills and eminences near by should be occupied by pickets. When camp is established for an indefinite period, drainage should be attended to at once. Each tent should have a shallow

trench dug around it and the company and other streets ditched on both sides, all the trenches and ditches connecting with a ditch that carries the water from the camp. All surface drainage from higher ground should be intercepted and turned aside.

In front of every camp of a permanent nature, there should be a parade ground for drills and ceremonies, and the sanitary conditions of the camp should be carefully considered.

In camping for the night on a fordable stream that is to be crossed, always cross before going into camp; for a sudden rise or the appearance of the enemy might prevent the crossing the next morning.

Whenever windstorms are expected, the tent pegs should be secured and additional guy ropes attached to the tents. If the soil be loose or sandy, stones or other hard material should be placed under the tent poles to prevent their working into the soil, thus leaving the tent slack and unsteady. When the soil is so loose that the pegs will not hold at all, fasten the guy ropes to brush, wood or rocks buried in the ground.

Tents may be prevented from blowing down by being made fast at the corners to posts firmly driven into the ground, or by passing ropes over the ridge poles and fastening them to pegs firmly driven into the ground.

While trees add very much to the comfort of a camp, care should be exercised not to pitch tents near trees whose branches or trunks might fall.

In a hostile country the capability of defense of a camp site should always be considered.

Making Camp

The command should be preceded by the commanding officer or a staff officer, who selects the camp site, and designates, by planting stakes, the lines of tents, the positions of the sinks, guard tent, kitchens, picket line, etc.

After the companies are marched to their proper positions and arms are stacked, the details for guard and to bring wood, water, dig sinks, pitch tents, handle rations, etc., should be made before ranks are broken.

Immediately upon reaching camp and before the men are allowed to go around, patrolling sentinels should be established to prevent

men from polluting the camp site or adjoining ground before the sinks are constructed.

Sentinels should be posted over the water supply without delay.

As soon as the tents have been pitched and the sinks dug, the camp should be inspected and all unnecessary sentinels relieved.

The tents should be pitched and the sinks dug simultaneously.

If the weather is at all threatening or if it is intended to camp more than one night, all tents should be ditched.

Should the troops reach camp before the wagons, the companies may be divided into squads and set to work clearing the ground, gathering fire wood, collecting leaves, grass, etc., for beds, etc.

The moment a command reaches camp its officers and men usually want to go here and there under all sorts of pretexts. No one should be allowed to leave camp until all necessary instructions have been given.

Officers should not be allowed to leave camp without permission from the commanding officer, and enlisted men should not be permitted to leave camp without permission of their company commanders.

Sick call should be held as soon as practicable after the tents have been pitched.

Retreat roll call should always be under arms, an officer being with each company and inspecting its arms.

Construction of Sinks

The sinks must be dug immediately upon reaching camp—their construction must not be delayed until the camps have been pitched and other duties performed. The number of sinks should be reduced to a minimum—each company should not be permitted to have its own sink—there should be one sink to each battalion. The exact location of the sinks should be determined by the commanding officer, or by some officer designated by him, the following considerations being observed:

- 1 They should be so located as not to contaminate the water supply, and should be on the leeward side of the camp.

- 2 They should not be placed where they can be flooded by rain water from higher ground, nor should they be so placed that they can pollute the camp by overflow in case of heavy rains.

- 3 They should be as far from the tents as is compatible with convenience—if too near, they will be a source of annoyance; if too

far, some men, especially at night, and particularly if affected with diarrhea, will defecate before reaching the sink. Under ordinary circumstances, a distance of about 75 yards is considered sufficient.

4 The sinks and the kitchens should always be widely separated, and when practicable should be on opposite sides of the camp.

The size of the sink will depend on the length of time the camp is to be occupied. If it be for only one night, a trench about two feet wide and two feet deep will be sufficient, its length depending upon the number of men to be accommodated, a length of about twenty feet being sufficient for a company of one hundred men. If the camp is to be occupied for several days, the sink should be about six feet deep, three feet wide at the top and two feet at the bottom. The soil from the trench should be piled to the rear, from where it can be scattered as needed over the deposits. The seat may be formed by placing a good stout pole on the edge, about 18 inches above the ground, and supported at each end by forked posts.

The sink should be hidden from view by brushwood stuck into the ground and a roof of boughs should be constructed to keep off the sun. At least twice a day, in the morning and in the evening, the police party should cover the bottom with a slight layer of loose earth. Better still, each man should be made to cover his own defecation with earth, ashes or lime. As a general rule, one soldier for every sink should be especially detailed to see that the defecations are properly covered and that all other rules pertaining to the sinks are obeyed. Lime or crude petroleum, if available, should be spread over the deposits, petroleum being especially good to keep flies away.

When the sink is filled to within two or three feet of the surface its use is to be discontinued and earth thrown in and packed until a slight mound is made above it.

All sinks should be filled in before marching.

See "The Sanitary Administration of the Camp," in "Munson's Military Hygiene."

Kitchens

The following are simple methods of constructing camp kitchens:

1 Dig a hole about two feet deep, in which build a fire and keep it burning until the hole is full of hot ashes; put what is to be cooked in covered pans which are placed in the hole and covered with ashes, on top of which keep a fire burning briskly.

2 Dig a trench in the direction of the wind, of a width a little less than the diameter of the kettles and about one foot deep at the end from which the wind is blowing, continuing this depth for four or five feet and then gradually decreasing it until the surface of the ground is reached. Build a fire in the deep part of the trench; beginning a short distance from the deep end of the trench, place the kettles over the fire touching one another, stopping up with dry sod the chinks made by the roundness of the kettles, so that the space underneath will form a flue.

3 Dig a trench about two feet wide, one foot deep and five feet long; at each end drive into the ground a forked stick, of equal heights. and place upon them a stout sapling, from which suspend the kettles

4 In clay soil, preferably on the slope of a hill, dig a hole about three feet square and two feet deep; from one side of the hole, and about one foot below the surface of the ground, run a lateral shaft about one foot square and six feet long, sinking a vertical shaft at the end; connect the lateral shaft with the surface of the ground by three equidistant holes, over which the kettles are placed.

As a precautionary measure against setting the camp on fire, all dry grass, underbrush, etc., in the immediate vicinity of the kitchen should be cut down.

In case of a fire in camp, underbrush, spades, shovels, blankets, etc., are used to beat it out.

Gunny sacks dipped in water are the best fire fighters.

Burning away dried grass and underbrush around exterior of camp is a great protection against fire from outside.

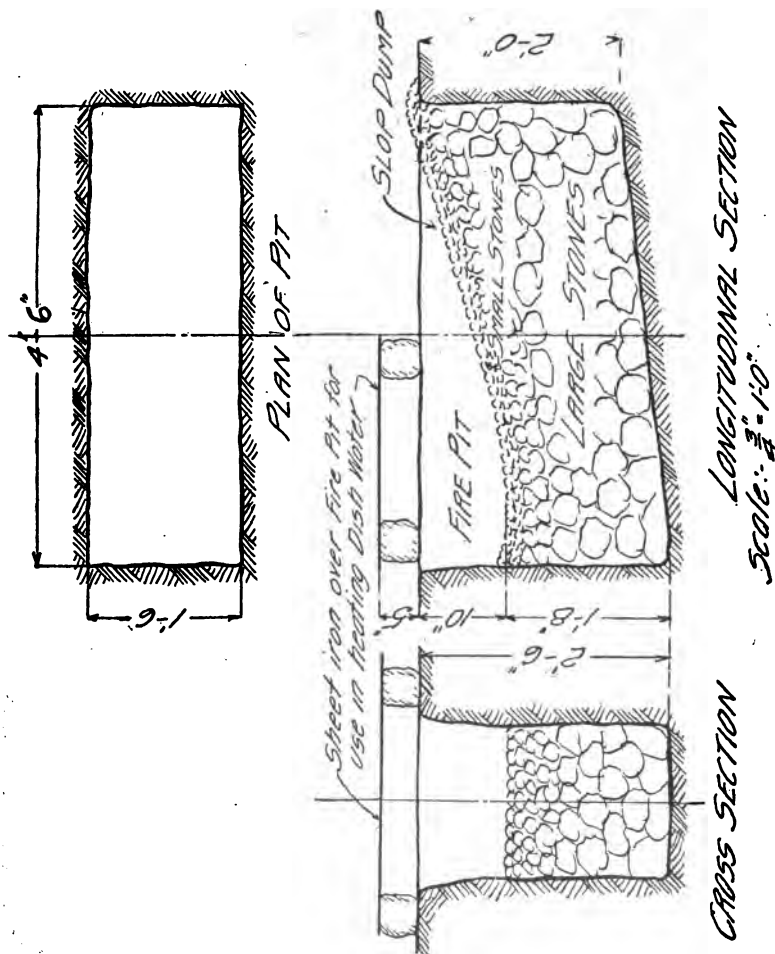
KITCHEN PITS

Pits of convenient size should be constructed for the liquid refuse from the kitchens. Solid refuse should be burned either in the kitchen fire or at some designated place, depending upon whether the camp is of a temporary or permanent nature. Unless the camp be of a very temporary nature, the pits should be covered with boards or other material in order to exclude the flies.

All pits should be filled in with earth before breaking camp.

CHAPTER XXI

The Incineration Pit used by the National Guard of Pennsylvania, and shown in the following diagram, affords an excellent, simple and economical way of disposing of camp waste and offal, tin cans and dish-water included:



Description.

The pit is about $4\frac{1}{2}$ feet long, $1\frac{1}{2}$ feet wide and 2 feet deep at one end and $2\frac{1}{2}$ at the other. It is partially filled with stones, the larger ones on the bottom and the smaller on the top. At one end of the pit the stones extend a little above the surface, and slope gradually toward the other end until the fire pit is reached ten inches below the surface of the trench. Over the fire pit, about five inches above the ground, is placed a crab or a piece of boiler iron, on which is boiled all the water for washing dishes, etc. The fire pit is only about one-half of the stone surface, as the radiated heat keeps the rest of the stones hot, causing all dish and slop water to evaporate quickly.

Any tin cans that may be thrown into the fire pit are removed after a short exposure to the heat and placed in a trench especially dug for the purpose.

Ovens

A simple camp oven may be constructed as follows:

Place horizontally a barrel with iron hoops in a hole of proper width and of a depth equal to about one-fourth of the diameter of the barrel; except at the open end, which is to be the mouth, cover the barrel with six or eight inches of wet earth, preferably clay; fill the bottom of the barrel with mud until an even floor is formed; cover all the mud with several inches of sand, earth, etc.; make a flue of two or three inches in diameter at the further top end of the barrel, then light a fire in the barrel and keep it burning briskly until all the staves are burned out and the earth is well hardened. See "Bakery Facilities," page 174, "Munson's Military Hygiene," and "Field Baking Expedients," Manual For Army Bakers (1910), page 74.

Bunks

Place a number of small poles about seven feet long close together, the upper ends resting on a cross pole about six inches in diameter and the lower ends resting on the ground; or, the poles may be raised entirely off the ground by being placed on cross poles supported by forked stakes at the corners; on the poles place grass, leaves, etc.

Wood

The firewood should be collected, cut and piled near the kitchen. Dry wood is usually found under logs or roots of trees.

If wagons are not heavily loaded, it is sometimes a good plan to bring a few sticks of dry wood from the preceding camp, or to pick up good wood en route.

Water

Precautionary measures should always be taken to prevent the contamination of the water, and a guard from the first troops reaching camp should be placed over the water supply. Water used for drinking purposes should be gotten from above the camp, and places below this point should be designated for watering the animals, bathing and washing clothes.

In the field it is sometimes necessary to sterilize or filter water. The easiest and surest way of sterilizing water is by boiling. Boiled water should be aerated by being poured from one receptacle to another or by being filtered through charcoal or clean gravel. Unless boiled water be thus aerated it is very unpalatable and it is with difficulty that troops can be made to drink it.

Filtration merely clarifies—it does not purify. The following are simple methods of filtration:

- 1 Dig a hole near the source of supply so that the water may percolate through the soil before being used.

- 2 Sink a barrel or box into the ground, the water entering therein through a wooden trough packed with clean sand, gravel or charcoal.

- 3 Place a box or barrel in another box or barrel of larger size, filling the space between with clean sand, gravel, moss or charcoal, and piercing holes near the bottom of the outer barrel and near the top of the inner. The filter thus constructed is partly submerged in the water to be filtered. See also page 97.

- 4 Bore a small hole in the bottom of a barrel or other suitable receptacle, which is partly filled with layers of sand, gravel, and, if available, charcoal and moss. The water is poured in at the top and is collected as it emerges from the aperture below.

The amount of water used by troops is usually computed at the rate of five gallons for each man and ten gallons for each animal per day.

For a full discussion of the purification of drinking water, see "Water," Munson's Military Hygiene.

Police of Camp

The proper and efficient police of a camp is of the greatest importance, and the following regulations should be enforced:

- 1 Company commanders will maintain neatness and proper sanitary conditions within their respective organizations.

2 The officer of the day is charged with the general policing of the camp, utilizing prisoners and fatigue parties for the purpose.

3 Company commanders will make daily inspections of their company quarters, kitchens and sinks.

4 The company streets will be swept daily, and the intervening spaces between tents carefully policed.

5 All tents will be swept out daily.

6 All bedding will be sunned daily.

7 The condition of the outskirts of the camp will be given close attention, being kept free from all refuse.

8 In fair weather, every morning after breakfast the tent walls will be looped up. In cold weather the tent walls will be raised during the absence of the occupants at drill or other duty.

9 Every night at tattoo and also during wet weather the tent ropes will be slackened. They will be tightened again at reveille or when the weather clears.

LOADING WAGONS

The property to be loaded should be carefully inspected before any is loaded, to see that everything is in good order and properly boxed, crated or tied.

Large heavy boxes should be avoided.

The following general rules must be observed:

1 Heavy stuff must go on the bottom (and forward rather than rear) and light stuff on top—thus, heavy articles will not crush light ones and the centre of gravity will be nearer the axles, making the turning over of the load more difficult.

2 Things needed first upon reaching camp must be placed on top or in rear.

The following method of loading a wagon is in accordance with the general principles cited above:

Ammunition. Ordinarily just back of the forward axle. In case of possible need, however, the ammunition should be placed where it could be gotten at immediately.

Axes, Spades, Shovels, and (Unhandled) Picks. Should be outside of wagonbed, in leather pockets or strong bags, or stood on end at rear of wagon. They should not be placed between the sides of the wagon and the load.

¹ Brooms can be improvised by tying together a number of small twigs of equal length. The leafy branches of trees will answer the same purpose.

² Poles supported by forked uprights are convenient for drying and sunning garments and bedding.

Blanket Rolls. If to be carried on wagon, they should be rolled tightly and left straight—not tied in a circle—and loaded on top, crosswise.

Buzzacott Oven. On back of wagon, resting on end on feed box and secured by rope or chain.

Camp Kettles and Buckets. Under the wagon, suspended from the reach pole.

Field Desk. To be placed on or near bottom and well forward, as it is seldom required early.

Field Range. On bottom, at rear end of wagon.

Forage. If to be carried on wagon, in front of ammunition.

Lashing. Use two pieces of $\frac{3}{4}$ -inch rope about 75 feet long, passing over load first from front to rear diagonally, and finally secured by being tied to rings on the rear bolster standards—never to the end gate rods. The rope should be passed through strong hooks securely clinched to the body of the wagon, and not passed around the ends of the bows.

Mess Tables (with folding legs.) To be stood on end at rear end of wagon.

Officers' Bedding Rolls. To be on top of load.

Rations. Surplus rations (not required for next camp) in bottom of wagon, between ammunition and ration box.

Bacon should be on the bottom of wagon, where the grease will do no harm.

Ration Box. Next to field range, toward front of wagon. After the field range has been unloaded, the ration box is readily accessible and need not be unloaded.

At every camp the ration box should be restocked for the next camp.

Sibley Stoves. Slung on chain, just outside of feed box and below the Buzzacott oven.

Stove Pipe. Should be crated and lashed on in rear of a wagon.

Tentage. Should be rolled and not folded, except in places where absolutely necessary—and placed across wagon, on top of boxes, etc.

(Attention is invited to the fact that canvas becomes unserviceable more from handling and transportation than from wear when in actual use in sheltering troops).

The tents, properly dried out, should be laid out smoothly on the ground; the part of the wall appearing uppermost should be

FIELD SERVICE

folded over toward the peak of the tent; that underneath should be (by lifting the lower part of the tent) in like manner folded under and toward the peak; then by commencing at the peak, at the final folding, the wall of the tent will appear on the outside of the completed roll.

Ropes not required for securing the bundle should be folded inside.

Tent Pins. On top, in sacks.

Tent Poles. Should be tied with a rope and placed just inside the bows so as to extend above the wagon bed side; or carried in two iron hooks suspended from side of wagon bed, about four feet apart.

NOTES

1 **Pots and Kettles.** Should be in gunny sacks so as not to dirty everything.

2 **The Quartermaster-Sergeant** should ride on one of the wagons.

3 **A Noncommissioned Officer** should personally superintend the loading of every wagon, the same noncommissioned officer always having charge of the same wagon.

4 **The Jockey Box** should be left entirely for use of teamster, and in which should be kept wrench, grease, spare bolts, mule shoes, etc.

5 **A detail of men**, the size of which depends upon the number of wagons, should accompany the train. Often the guard, or old guard performs this duty, but it is preferable to detail men who know how to meet emergencies such as a wagon tipping over on a hillside, wagons requiring repacking, mule down and hurt, etc.

THE CARE OF THE FEET

The feet should be kept clean and the nails cut close and square. An excellent preventative against sore feet is to wash them every night in hot (preferably salt) water and then dry thoroughly.

Rubbing the feet with hard soap, grease or oil of any kind before starting on a march is also good.

Sore or blistered feet should be rubbed with tallow from a lighted candle and a little common spirits (whiskey or alcohol in some other form) and the socks put on at once.

Blisters should be perforated and the water let out, but the skin must not be removed.

A little alum in warm water is excellent for tender feet.

Two small squares of zinc oxide plaster, one on top of the other, will prevent the skin of an opened blister from being pulled off. Under no circumstances, should a soldier ever start off on a march with a pair of new shoes.

CHAPTER XXII

THE POST ATHLETIC OFFICER

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

GENERAL DUTIES

The proper performance of the duty of **POST ATHLETIC OFFICER**, like the proper performance of any other duty, requires work and attention to business.

The **Post Athletic Officer** has general charge of all athletics at the post, including gymnasium work. His management of them will depend not only upon his tact and his knowledge of athletics, but also upon the scope which is allowed him by the commanding officer, and upon the enthusiasm which he can inspire in the company officers and men.

He should endeavor, as far as possible, to avoid a feeling amongst the men that athletics is a drill, for the moment men so regard it, just that moment they may begin to do it in a perfunctory way.

Skill and tact must be used in creating rivalry among the various organizations, and everything possible should be done to bring into the competitions as many men as possible. Handicaps, the barring of former winners from certain events, and awarding prizes will do much toward accomplishing these ends.

He should encourage amongst the officers and the enlisted men of the command such games as tennis, golf, quoits, polo, baseball, football, skating, snowshoeing, swimming, etc.

The exercises should be short (from 15 to 20 minutes) and constantly varied so that interest may not lag.

He is also charged with the preparation of the program for the various field days, and he also looks after all apparatus, the grounds, etc.

The **Post Athletic Officer** should be thoroughly familiar with all the rules of the Amateur Athletic Association, and he should study the standard authorities on athletics. (A copy of the rules of the Amateur Athletic Association can be obtained from A. G. Spalding &

Bros., New York, or almost any other athletic dealer, at a cost of about 25 cents.)

It is thought the best results are obtained when the plan of instruction is based on these general principles:

1 The strength of the soldier is determined by the strength of his weakest physical part—hence, every effort should be made toward strengthening the weak points of the soldier and not toward increasing the power of muscles already strong.

2 Everything possible should be done to produce all-around athletes, and not specialists in particular lines or in a limited number of athletic exercises—hence, exercises which result in moderate benefit to many are preferable to those which result in great benefit to only a few.

3 With a view to obtaining the best results for the greatest number, contests should be so arranged and managed as to arouse interest and friendly rivalry between squads, platoons, companies and battalions, rather than between individuals—consequently special attention should be given to team work, and to team competition.

4 Whenever practicable, instruction should be held out of doors, and the directions contained in "Koehler's Manual of Calisthenics," pages 1-4, under the headings, "Advice to Instructors" and "Hygiene," should be carefully followed.

5 The mind must be put into the work, and the will power concentrated upon the exercises, that the muscles may feel the strain. This is the fundamental principle of successful physical training.

Field Days. Every effort should be made to give the day the air of a holiday, devoted to amusement and recreation, and whenever practicable, music should be furnished for the occasion.

The contests on the various field days should be of a progressive nature, sufficiently limited to avoid being tiresome, varied to such an extent as to afford diversion and amusement, and of a kind to arouse emulation, friendly rivalry and general interest in physical culture, while at the same time developing muscular strength, agility and endurance in performing functions pertaining to legitimate military training.

As far as possible the contests should be conducted in accordance with the rules of the Amateur Athletic Union, and as far as practicable the officials should be those prescribed by these rules.

In planning and in managing field days, the **Post Athletic Officer** should try to forget that he is ordering a lot of soldiers—he should act on the principle of handling a lot of athletes belonging to different clubs, regarding each organization as a club.

A system of handicapping conforming to the Amateur Athletic Union rules should apply, and in addition to the open handicap events there should be a separate set of events open to maiden entries, or men who have not been placed in these events in former competitions.

All details should be carefully prearranged so that the program will be carried out without any hitch or delays between events—that is to say, by foresight and otherwise everything possible should be done to inject life, snap and vim into the program.

SAMPLE ORDER FOR A FIELD DAY

GENERAL ORDERS,

No. ...

1. In compliance with General Orders No. 121, current series, Department of Texas, Field Day will be held at this post on December 30, 1907.

The following named officers are detailed as officials for the day:

Referee:

Major....., 9th Infantry.

Judges:

Major....., 9th Infantry.

Major....., 3d Field Artillery.

Captain....., 9th Infantry.

Starter:

Captain....., 9th Infantry.

Time-keepers:

1st Lieut....., 9th Infantry.

1st Lieut....., 9th Infantry.

Clerk of the course:

1st Lieut....., Battalion Adjutant, 9th Infantry.

Inspectors:

Captain....., 9th Infantry.

Captain....., 9th Infantry.

Captain....., 3rd Field Artillery.

Scorer and reporter:

1st Lieut....., Battalion Adjutant, 9th Infantry.

The following events will be contested for, the value in points for 1st, 2d, and 3d place and number of entries per company or battery being set after each:

ATHLETICS FOR ALL TROOPS.

	Place 1st	Place 2nd	Place 3rd	Entries
1. 100 yard dash	2	1	$\frac{1}{2}$	1
2. 120 yard hurdles, 10 hurdles 2 ft. 6 in. high	3	$1\frac{1}{2}$	1	1
3. Relay race	5	2	1	

Teams of four men from each battalion, one man to be posted at scratch and others at 110 yard intervals. The message to be carried by relays to a point 440 yards from scratch. Relays must start from mark. Message must not be passed before mark is reached. Running pass permitted.

4. Litter bearer's race: 4 2 1 1

Uniform: Olive-drab breeches, woolen shirt, leggins, and regulation shoes for both men. Hats not required. Supposed wounded man, weight not less than 140 pounds, to be placed on ground 75 yards from scratch. Contestant to run to man, pick him up and carry him back to scratch. Wounded man to have his legs strapped to gether, and to render no assistance. Body not to be stiffened.

5. Pitching single shelter tent: 5 3 1 1

Uniform: Olive-drab breeches, woolen shirt, leggins, campaign hat and regulation shoes. Teams to consist of two (2) enlisted men placed on line, rear rank man on right, right heel of front rank man marking positions of front tent pole. Each man to be equipped with blanket roll consisting of shelter half, pole, pins and guy rope not fastened in eyelet. Roll to be made up in presence of judges, according to paragraph 486, Infantry Drill Regulations, 1904. Tent to be pitched according to paragraph 570, Infantry Drill Regulations, 1904. Signal for starting, a pistol shot. Tent to be buttoned. Blanket to be neatly folded and placed in entrance of tent, each man's blanket on his side of tent.

MILITARY EVENTS FOR INFANTRY ONLY.

1. Blank cartridge race: 4 2 1 1

Uniform: Olive-drab breeches and shirt, leggins, service cap, regulation shoes, belt with bayonet in scabbard. Five blank cartridges on small sheet of paper, five yard intervals, to be brought one at a

time and placed in clip, left on ground at scratch at side of rifle. After last cartridge has been placed in clip, the clip to be inserted in magazine, rifle loaded and fired in air as signal of completion.

2. Equipment race: 5 3 1 1

Competitors to be on stretch dressed in olive-drab breeches, olive-drab shirts and issue stockings. Shoes to be placed on ground at scratch; leggings at 20-yard mark; olive-drab blouse and cap at 40-yard mark; belt, bayonet and scabbard (bayonet to be out of scabbard) at 60-yard mark; five rounds blank ammunition and clip (ammunition not in clip) at 80-yard mark, rifle with bolt taken out and apart at 100-yard mark. At pistol shot, competitor puts on his shoes, fully lacing same, then runs to 20-yard mark, puts on his leggings, fully lacing same; then runs to 40-yard mark, puts on his cap and blouse (blouse to be fully buttoned and hooked); then runs to 60-yard mark, puts on his belt and places bayonet in scabbard; then runs to 80-yard mark, inserts five blank cartridges in clip and places clip in cartridge box; then runs to 100-yard mark, assembles bolt, puts bolt in rifle and returns to scratch; inserts clip in magazine, loads and fires his rifle as signal of completion. All things prescribed to be done at a certain mark, must be completed before starting for the next mark.

3. Competitive squad drill: 10 5 2½ 1

Squad to consist of one corporal and seven privates, to be drilled by the corporal in the manual of arms and bayonet exercise as laid down in authorized drill regulations for infantry. Each competing squad to be allowed five minutes. Uniform: Olive-drab blouse, breeches, leggings, regulation shoes, service cap, belt with bayonet in scabbard, and rifle.

MILITARY EVENTS FOR ARTILLERY ONLY.

1. Section contests: 10 5 0 1

Teams to consist of one composite section from each battery. At start, section to be placed in park, harness disposed of as in field, paragraph 298, drill regulations. Horses to wear halter and to be tied to wheels. Chief of section's horse tied to gun wheels. Caisson corporal's horse tied to caisson wheels. Squad, consisting of chief of section, caisson corporal, six drivers and five cannoneers, to fall in in front of pole. Chief of section and drivers on the right. At pistol shot, section to harness, drivers and cannoneers to mount and section to proceed to mark 100 yards in advance of start, unlimber and fire

one shot. Sights will be set for deflection 924, range 1,750 yards Quadrant sight to be set for same range, and angle of sight to be 304. All corrections for difference in level of wheels etc., to be made. (Piece to be laid for range only.) Section will go into action as prescribed in drill regulations. Caisson to be in its prescribed place, and guns and caissons prepared for action. Before the start, the section will be at "March Order:" muzzle covers, sight covers, etc., on as prescribed. Time to be taken from starting shot to first shot fired by piece. After finishing, each section to be inspected by judges and penalties in seconds given for each defect in harnessing and irregularity in sight seeing, laying, or position of carriages. Fire will be to the front. (Action front.)

2 Driving contest: 5 3 0 1

Caisson and limber fully harnessed, to drive at trot and gallop over figure 8 course, the figure 8 to be 100 yards long, and wheel course to have six inches clearance on both sides. Course to be marked by twelve stakes. Five seconds to be added to the time of the run for each stake knocked down.

Any athletic dress may be worn in events Nos. 1, 2 and 3 in athletics for all troops.

Whenever blank cartridges are prescribed, the competitors will be furnished same by organizations to which they belong.

In "Events for Infantry only" and in "Athletics for all Troops," no one man will be permitted to enter more than one event.

In "Events for Artillery only," it is discretionary with battery commanders as to whether or not more than one man will enter more than one event.

A list of all entries from each company and battalion will be submitted to the officer in charge of post athletics by noon of December 29, 1907.

Each organization will have a team captain, either an officer or a noncommissioned officer, who will be responsible that all contestants from his organization are present at the beginning of the meet, and that in each event all contestants report promptly to the clerk of the course as the event is called.

On the day of the meet all duties at the post, except the necessary guard and fatigue, will be suspended. On this day guard mount will be as follows: 1st Call at 8 a. m., Assembly at 8:05 a. m.

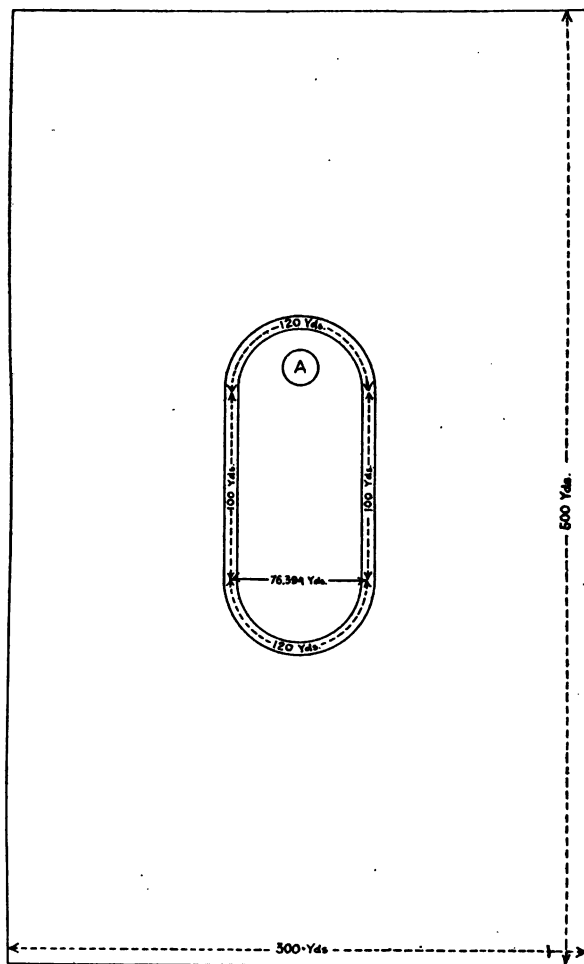
The meet will start at 8:30 a. m., and be held on the parade ground. The band will furnish appropriate music for the occasion.

In case of inclement weather, the field day will be held on the first good day after January 1, 1908.

NOTES.

- 1 When prizes are given they should be announced in the order, after each event.
- 2 The order should be issued at least two weeks before hand so as to allow the contestants sufficient time for training.

Construction of an Athletic Field. The following diagram shows an athletic field that has been used with most satisfactory results:



The entire field is about 500 yards by 300 yards, and quite level. The track is one-fourth mile (440 yards) long, consisting of two sides, each 100 yards, connected by two semicircles (radius about 38.197 yards), each 120 yards.

The various starting points are marked by iron pipes painted white and black, one on each side of the track, and bearing pennants. Similar pipes mark every 25 yards of the last 100 yards, and every 10 yards of the last 50.

Inside of the track are the jumping boxes (dug out and filled in with light loam) and the shot and hammer rings.

Inside the track, near the finish, is a small house ("o") with a gallery around it, which is used as a storehouse for apparatus and as a view point from which the referees can watch the entire track.

In building the track the ground should be dug out to a depth of 18 inches, then 6 inches of sand filled in, oiled and rolled; on this, successive layers of coarse cinders are laid and rolled until the whole track is above the ground surface.

Railroad clinker cinders make an excellent top dressing.

All corners should, of course, be banked to a proper angle.

CHAPTER XXIII¹

THE POST RANGE OFFICER

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

GENERAL DUTIES

The proper performance of the duty of POST RANGE OFFICER, like the proper performance of any other duty, requires work and attention to business.

The duties of Range Officer in a large post are onerous, exacting, and oftentimes annoying. It should be his aim to know the firing regulations, and in so far as his duties are concerned, to carry them out in such a way as to cause as little friction, delay and trouble as possible. He should post himself concerning all adjuncts in the way of anemometers, wind clocks, stop watches, etc., that will facilitate target practice. When such articles can be obtained from the supply departments it should be done; sometimes the articles needed can be made at the post.

It should appeal to his professional pride to furnish the troops firing on his range with all the aids and facilities that the regulations allow. Success in target practice is most easily attained on ranges where everything is arranged for the ease and convenience of the troops firing.

He is responsible for the preparation, care, equipment and police of the range, and during the target season is charged with making proper arrangements for the daily firing.

Repair and Preparation of Range. As soon as practicable after being detailed, the Range Officer should ascertain from the Quartermaster how much of an appropriation is available, within what time the money must be expended and what class of work may be done, or what kind of material may be purchased from this appropriation. For instance, a camp site or the water supply can not be improved from the ordinary appropriation for "shooting galleries and ranges," but must be done with money available from the appropriation for "barracks and quarters," or "army transportation."

¹ In the preparation of this chapter valuable assistance was received from Capt. Harry A. Eaton, 23rd Infantry.

He should then ascertain from the Post Commander what plans, if any, he desires carried out. He should also consult with the company commanders who have fired on the range, as to any suggestions they may have to make regarding the improvement of the range.

The **Range Officer** should then carefully inspect the range.

With a transit and chain, or with a chain alone, all distances and directions should be verified, even though the range appears to be carefully laid out, special care being taken to see that all firing points are in lines at right angles to the face of the target.

When the ground is not level a contour map is a great aid in determining heights to which the firing points must be raised, etc.

He is now ready to determine what repairs, alterations or additions are needed. Lists describing accurately and in detail all material and labor needed are then prepared—dimensions, kind, amount, etc., should be stated. For such of the material and labor as the Quartermaster is expected to furnish, the **Range Officer** sends him a list through the Adjutant, keeping a copy himself. It should be stated when the articles enumerated are needed on the range.

The telephones, or the system of signals, should be tested and, if necessary, the Signal Officer should be requested, through the Adjutant, to make such repairs or to obtain and install such apparatus as may be necessary.

A system which enables the scorer to notify the pit detail the moment the target has been fired at will save much time, especially at long ranges. A system of bells and push buttons or a system based on the "responsive ring" of the telephone may be practicable.

The streamers, target frames, marking disks, etc., should be examined and those found to be in poor condition should be sent to the Post Ordnance Officer for repair.

The **Range Officer** should consult with the Ordnance Officer and make a memorandum of all target material and supplies that are available. In case enough are not on hand, the Ordnance Officer should be requested to make early requisition for material and supplies up to the full allowance for the post.

All ordnance material for the range is obtained from the Ordnance Officer on memorandum receipt, the expendable articles being canceled from time to time.

All the preliminary work of inspection having been made and the estimates and requisitions submitted, the **Range Officer** should not content himself with this, but should, after a reasonable time, ascertain if the things requested have been obtained or allowed. In this matter as well as in all others, we should not lose sight of the assurance that "The Lord helps those who help themselves."

Then, in sufficient time to have the range ready for use on the day designated for the firing to commence, he proceeds to the range with his laborers and material.

After locating the firing points, he should see that stakes plainly marked with the number of the target and the range are placed at each fitting point. As stated before, he should be sure to see that the firing points are in lines perpendicular to the face of the target.

Stakes three inches wide, painted white, having the number of the targets in black figures, near the top and about an inch below the numbers indicating the range, have been found to answer well the purpose. The stakes should be placed so the firers can see them without changing their position. The firers should be behind the stakes, which should be firmly driven.

Experience has shown that white numbers on a black background are much better than black numbers on a white background for showing the numbers of target and the skirmish groups. A good way to designate targets is to suspend on a cable, light black boards with white arabic numerals on them, placing them in such a way that they will be directly over the targets when they are up, and yet high enough above so that moderately high shots will pass below the boards.

The **Range Officer** should apply for an efficient, reliable non-commissioned officer who should report to him at the beginning of this work and should continue on duty through the season's practice.

Should the range cover a large area, this noncommissioned officer should have one or more noncommissioned officers as assistants, the range being divided into sections with a noncommissioned officer in charge of each, and each noncommissioned officer being held responsible for all property, the police and the readiness of the targets in his section.

The Target Practice. When the troops arrive at the range there should be on hand a sufficient number of targets pasted and ready.

Each organization should furnish on special duty one man to report to the range sergeant. These men should be excused from all other duties, for their work will begin early and end late.

The necessary number of men should be detailed on special duty to look after telephones, being relieved only when necessary, and then by regularly detailed men who understand the manipulation of the telephones.

If there be any need for stationing men on roads or elsewhere to warn passers-by, the posting of these men should be provided for. Should it be necessary to stop firing in order to allow persons to pass behind the butts, the necessary arrangements should be made therefor.

A list of regulations governing the conduct of parties in the pit and elsewhere on the range, especially to guard against accidents, should be carefully drawn up, and, on approval or publication in orders by the Commanding Officer, be conspicuously posted in the pit and other places. Great care must be exercised in this, as the responsibility for any accident will fall heavily on the range officer unless he has taken proper precautions.

The Status of the Range Officer. He is in reality in the position of a staff officer so far as duties on the range are concerned, and he has no authority over the personnel on the range except such as is outlined below or as may be specially given him by the Commanding Officer. In these cases, if he gives any orders, he gives them as orders of the Commanding Officer.

The Range Officer has nothing whatever to do with the supervision of the practice firing of any organization, nor has he any authority, unless such is specially given him by the Commanding Officer, to interfere in the practice of any organization, except such interference as may be necessary to insure safety and freedom from accident. He is, however, charged with all arrangements and with the personnel at the butts, and also is responsible in everything that pertains to the safety of persons on the range; in this respect he is in full charge and has authority to give orders.

In cases of violations of the firing regulations, particularly where the question of accuracy or fairness comes up, the **Range Officer** has no authority to interfere. In these cases he should at once report to the Commanding Officer such violations of regulations as have come under his notice or as have been reported to him, and the Commanding Officer will take the necessary steps for correction and punishment.

The Post or Camp Commander usually exercises supervisory control over the firing; while the **Range Officer** works out the details, allotting targets to organizations or individuals, specifying the hours for practice, assigning markers and scorers to organizations, etc.

Each day, before the completion of the firing, preparation should be made for the firing the following day. The following is a good plan:

Ask the Post or Camp Commander to direct that company commanders notify you each day, say prior to 5 o'clock p. m., of the ranges and classes of fire they desire the following day. If you have time, it is suggested that you go along the firing line toward the close of the firing and take notes of the information concerning the next day's needs.

Then on slips which you may get the adjutant to print or mimeograph for you, make up the schedule for the following day, bearing in mind the greatest good to the greatest number.

Each organization is given a slip as follows:¹

Sept. 28, 1907
Company A.....
Targets 3 and 4.....
Ranges 200, 300 and 500
Time—200—7:30 to 9:00 a. m.
300—9:00 to 11:30 a. m.
500—1:30 p. m.
Skirmish.....
Non-Com. Officers from Co. B.....

¹ This plan contemplates that all organizations shall fire from the same ranges at the same time.

The information regarding ranges and time is furnished the range sergeant, who should report to you daily, at some designated time and place—after supper at your quarters, for instance.

It is best to so assign targets that at some time or other each organization will have fired on all the different targets. A good plan to follow is to give target numbers one and two to the first company the first day, the next day targets three and four and so on.

However, on ranges where the targets are sufficiently numerous to give each organization one or more targets every day, and where there is practically no difference in individual ranges, company commanders will frequently be willing to draw lots for targets for permanent assignment during the season; in such cases each company can look after its own targets and the policing of its own range under the supervision of the **Range Officer** and his noncommissioned officers. A saving of labor and trouble can also be made, if company commanders agree to it, by assigning noncommissioned officers as markers and scorers, etc., taking care that no two organizations exchange markers and scorers, e. g., Cos. A, B, C and D have target practice together; A can furnish markers and scorers to B, B to C, C to D and D to A. There is no more chance for collusion in such an arrangement than in the ordinary arrangement of shifting about in the assignment of markers and scorers. A company commander then knows where his markers are to come from and the markers and scorers always know to whom and where to report. This arrangement saves much time and annoyance.

When only instruction practice is being had, company commanders may either come or send to you at some designated time and place and each is given his slip. Each company commander is then responsible that his pit detail goes to the proper target and puts the target in working order. (The pasting of papers on and the repairs to targets, putting up streamers, etc., is done by special duty men. Each company puts up and takes down targets and puts the disks, pasters, etc., away.)

When an organization is firing record practice, two noncommissioned officers for each target—one for duty in the pit as marker and the other for duty at the firing point as scorer—should report to you from each organization, say every day after supper, for assignment to the various companies. The slips before referred to are then given to the noncommissioned officers, who are directed to report

at once with same to the company commanders to which assigned. In cases where ranges are so close that companies must all move at the same time from one distance to another, the range officer should, before the season actually begins, try to get the organization commanders together and fix upon rules that will govern in such cases; these rules should thereafter be strictly adhered to without partiality.

In order that firing may cease at a given time it is necessary that the watches of all agree, or that notice be given a few minutes before firing is to cease, so that no new scores will be commenced.

It should be distinctly understood, and always enforced, that the firing shall cease at the designated hour. Unless this rule is enforced, one man firing often holds up the firing of ten or more who are waiting to begin the next range.

At the end of the practice season the **Range Officer** should have all property stored away, putting aside such articles as need repairing. Iron parts that can not be taken in should be painted.

For paragraphs in the Army Regulations and the Small-Arms Firing Manual, and for War Department orders and circulars affecting **Range Officers**, see **Supplement**, Chap. XXIII.

OFFICER IN COMMAND OF THE MACHINE- 371 GUN PLATOON

CHAPTER XXIV

OFFICER IN COMMAND OF THE MACHINE- GUN PLATOON

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

The proper performance of the duty of **OFFICER IN COMMAND OF THE MACHINE-GUN PLATOON**, like the proper performance of any other duty, requires work and attention to business.

The duties of the Officer in Command of the Machine-Gun Platoon are nowhere defined, as the whole matter is still in the experimental stage. See Supplement, Chap. XXIV, for personal equipment, etc.

CHAPTER XXV

THE SUMMARY COURT

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

The author has heard of some few summary court officers who made it a rule always to give the maximum punishment. On the other hand, there are some summary court officers who are entirely too lenient. The ends of justice and the ends of discipline are better served by not running to either extreme, but by trying each case on its own individual merits and awarding in every case a punishment that will tend to prevent a repetition of the offense. While perfectly fair and just, the summary court should be firm and strict, making allowances in the case of first offenses, but showing no leniency to old offenders.

As company commanders know their men better than the summary court does, and as they often know what form of punishment would answer best in individual cases, some summary courts, in certain cases, especially where noncommissioned officers are concerned, make it a practice to consult the man's company commander before passing sentence.

See the forms on pages 120-1-2, usually used in connection with the Summary Court. See also, "Summary Court," page 266, and 302.

CHAPTER XXVI

INSPECTOR OF SMALL-ARMS PRACTICE

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

DUTIES

The proper performance of the duty of INSPECTOR OF SMALL-ARMS PRACTICE, like the proper performance of any other duty, requires work and attention to business.

The duties of an Inspector of Small Arms Practice are nowhere fully and definitely specified. So far only experience and custom have accorded this office its functions. At some headquarters it is of small importance, while at others it receives considerable attention, depending on the interest taken by the officer in charge. In general, however, the work of an Inspector of Small-Arms Practice is divided into these four divisions:

1 General and Confidential Adviser to the Commanding General on All Questions Pertaining to the Target Practice of the Troops in the Command. This work entails the following:

(a) A thorough knowledge of the Small-Arms Firing Manual and all other regulations, orders, circulars and decisions affecting small arms practice. Also a knowledge of the ballistics of the rifle and the revolver.

(b) The designation of the target season, both regular and supplementary, for the whole command. This, of course, requires a knowledge of the general climatic conditions at each post, as such conditions determine the best time for practice.

2 The Chief Range Officer of the Department, Exercising Supervisory Control Over the Work of All Post Range Officers. This duty is important, and in order to be done intelligently and satisfactorily, the Inspector of Small-Arms Practice should visit every range in the Department, familiarizing himself with its construction, needs, etc. Although the Chief Quartermaster of the Department has charge of the disbursement of the annual allotment of funds appropriated for repairs to shooting galleries and target ranges, no disbursement

¹ In the preparation of this chapter valuable assistance was received from Captain Hugh A. Drum, 23rd Infy.

should be made except upon the recommendation of the **Inspector of Small-Arms Practice**, who is supposed to know the needs of every range, and where the money can be spent to best advantage. Any money expended on a range should be on such lines as include its future usefulness and enlargement. The **Inspector of Small-Arms Practice** should have general supervision over all range construction work, and in performing this duty he should have on hand complete drawings of every range in the Department. The drawings should show the present condition of the ranges and the proposed improvements therefor, if any. The latter feature should be approved by the **Commanding General** and thereafter every expenditure on any range should be made on the lines indicated in the scheme of improvement as shown on the plan—i. e. a standard plan for the ultimate improvement on each range should be made and thereafter always adhered to. This method will prevent diversity of opinion from destroying good work done in the past just to make changes prompted by personal views; for such action, if constantly permitted, would hamper and even prevent the eventual enlargement and completion of the range.

3 **The Statistical Officer of the Department.** This part of the duties of an **Inspector of Small-Arms Practice** is most exacting. It requires the examination of all target reports to see (a) if the practice has been conducted as prescribed by regulations, (b) if the reports have been properly rendered and if the figuring and the percentage have been correctly computed, and (c) if the classifications, etc., are in accordance with regulations. This last matter is very important and must be carefully considered, as these classifications constitute a claim for pay against the Government.

All classifications above first class should be announced in orders as soon as practicable after the examination of the reports.

The **Inspector of Small-Arms Practice** should always keep on hand sufficient insignia to supply promptly those entitled thereto, as delay causes discontent. These insignia should be presented with military ceremony and when practicable by the **Commanding General** in person during his tours of inspection. This feature adds zest, dignity and incentive to the honor.

The **Inspector of Small-Arms Practice** is charged with the duty of compiling all organization reports into the annual departmental report. The regulations regarding computing percentage, etc., should

be carefully studied and the work done with the greatest pains and accuracy, as it is a matter that affects the Army standing of the organizations concerned.

The annual report of the Inspector of Small-Arms Practice should contain suggestions and recommendations on the target system, and also an estimate for funds for the next fiscal year for repairs to shooting galleries and target ranges.

4 The Commanding General's Adviser and Representative on All Matters Pertaining to the Annual Small-Arms Competition. This work entails all the details necessary for the success of the Competition, some of which details are:

(a) The selection of a range upon which to hold the shoot, which has sufficient facilities for the firing feature and for the camping of the competitors. If practicable, a range near some point of interest should be selected, so as to add this incentive to the men who have worked for places at the shoot.

(b) The officers who are to act as the officials of the Competition should be selected from men known to be interested in this kind of work and well versed in the regulations pertaining thereto—efficiency and justice are most essential to the success of a Competition.

The following officials are generally needed:

1 An "Officer in Charge," who should be a man of some rank, and of experience, good, quick judgment and more invariable than variable in his opinions.

2 An Adjutant and Statistical Officer—a man who is energetic and thorough; accurate and quick with figures; well acquainted with the Small-Arms Firing Manual; affable and not irritable.

3 A Chief Range Officer, who should be a man of experience, with especial knowledge of how to conduct the firing.

4 The other officials are less important and include all the necessary staff officers for any camp, and also a sufficient number of assistant range officers—generally one to each target.

The enlisted detail is important. The Statistical Officer usually needs about five good clerks, one being a good typewriter.

There should be two noncommissioned officers for each target (one to act as marker and the other scorer), and also two privates to manipulate the target.

A Signal Corps man is needed to look after the telephones.

There should be an ordnance sergeant to look after the ammunition.

If a camp mess is run, the necessary cooks must be detailed.

It is the duty of the **Inspector of Small-Arms Practice** to see that sufficient ordnance supplies are sent to the place of competition, such supplies being invoiced to the post ordnance officer. He should also furnish the Statistical Officer the blank forms for the report of the competition (both rifle and pistol), all necessary stationery, a mimeograph (Neostyle is preferable), the programs, and an official list of the competitions.

He should also secure from the Ordnance Department the necessary medals and have them in time to be presented to the successful competitors at the close of the Competition.

For paragraphs in the Army Regulations, War Department Orders, etc., affecting **Inspectors of Small-Arms Practice**, see **Supplement**, Chap. XXVI.

CHAPTER XXVII

THE SURVEYING OFFICER

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

There is so much in the Army Regulations and in War Department orders that pertains to surveying officers, all of which is subject to change, that it is considered best to confine the treatment of the matter to the Supplement. See **Supplement**, Chap. XXVII.

CHAPTER XXVIII MILITARY ATTACHÉS

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

The proper performance of the duty of **MILITARY ATTACHÉ**, like the proper performance of any other duty, requires work and attention to business.

REQUISITES OF A SUCCESSFUL MILITARY ATTACHÉ

Good address, intelligence, tact and industry; knowledge of the language of the country where he is stationed, especially a speaking knowledge, and a sufficient income to live in a fitting manner and associate with his fellows of the diplomatic corps, in a (European) capital.

Officers who have had experience as **Military Attachés** say a bachelor attached to an embassy should have an annual income of four to eight thousand dollars, and married men should have twice that amount. At most of our legations something less than this would suffice.

GENERAL DUTIES

In general, it may be said the duties of a **Military Attaché** consist in collecting whatever information would be useful, directly or indirectly (to our General Staff), concerning the country where he is stationed; organization, improvements in weapons, inventions, all new ideas and old ones not yet familiar to us. Some of his reports are in answer to questions from his chief, but his most useful ones will generally be original. A good **Military Attaché** usually finds his own work.

When an officer is appointed **Military Attaché** he receives a memorandum of instructions from the War Department regarding the nature of his duties, reports to be rendered, etc. He is at the same time designated as a special disbursing agent, Pay Department, and may thus pay himself while abroad. However, whether or not he takes funds and acts as a disbursing officer, is optional. If he does not choose to act as a disbursing officer, he may arrange as follows about his pay: Under the provisions of Par. 1282, A. R., 1910, arrange with the Paymaster General to deposit your pay from month to month to your credit with some bank in the United States; upon reaching your post of duty, get the ambassador or minister to introduce you at some bank and have your personal checks on your bank in the United States cashed there, the same as you would in the States.

While his first duty is the acquirement of professional and technical information, a **Military Attaché** is also expected to familiarize himself as quickly as possible with the court etiquette and social usages of his post. A thorough knowledge of these will be of the greatest value to him in all his relations with local officials, with the diplomatic corps (of which he is a member) and with influential individuals.

Many calls are made on **Military Attachés** by officers of our Army for information relating to the country to which the **Attachés** are assigned. However, experience has shown that much trouble and annoyance are avoided if no such requests are complied with unless forwarded through the proper channels.

RELATIONS (SOCIAL AND OFFICIAL) TO THE AMBASSADOR OR MINISTER

He is a member of the Ambassador's official family, directly responsible to him for his conduct, though his reports do not go through him.

He must comply with such instructions as the Ambassador may give him, but should the duties thus assigned him conflict with those assigned by the War Department, or should friction or strained relations arise, the **Attaché** should report the matter to the War Department immediately, and ask to be recalled. In fact, a **Military Attaché**, who, for any reason is not on good terms with his Ambassador or Minister, should ask to be relieved.

CALLS, ETC., TO BE MADE UPON REPORTING FOR DUTY

No rule can be laid down, as customs vary in various countries. A new **Attaché** should have all this from his predecessor, or from a member of the embassy (generally the Senior Secretary), or from the dean of his own body, or if all these fail him, from an officer of the army of the country to which he is accredited.

It is perhaps regrettable that so much time must be consumed in calling, but the mandates of society in this respect are imperative.

STATIONERY (LETTERHEADS, ETC.)

This depends somewhat on the country. Sometimes it is in English, sometimes in French. The **Military Attaché** usually has his letter headed, for instance:

American Embassy (or Legation).

Office of Military Attaché.

London.....

While it might seem affected to put a letterhead in French, it must be remembered that diplomatic agreement and custom have authorized the use of this language, and therefore all diplomats are supposed to have a knowledge of it. If each nation should use only its own language for letterheads, the inconvenience that would follow is evident. However, in spite of this there are few places where it would not be correct to use English.

VISITING CARDS

These are practically always in French, except in London. A correct card would be:

Lieutenant Joseph Jones,

Or

Le Capitaine Jones,

Attaché Militaire à l'Ambassade des Etats Unis
d'Amérique, 25 rue Ollivier.

It is not uncommon for bachelors to leave the address off, in which case the Embassy suffices. As a rule embassies are centrally located, and are therefore convenient to persons having communications for military attachés.

It is sometimes convenient to have three different kinds of cards; one in English, for Americans and Englishmen; one in French, for the diplomatic corps, and one in the language of the country, to be used in social intercourse with the people of that country.

MISCELLANEOUS

A **Military Attaché** represents on every occasion his country and its Army; he must not do or appear to do anything which can lower their prestige. He can afford to go only with the best company; frequent only the best places of amusement, hotels, etc., and present the appearance of a man of rank and dignity. This does not mean that he must ever seem to bother about either.

Whatever he does not know in the way of customs he should ask the Senior Secretary of his Embassy or the dean of the attachés; cultivate cordial relations with comrades and army officers; go about much and be seen and known. Work hard at home and give the appearance outside of being a man of leisure, not over-zealous as to military things. It is entirely unnecessary for him to let others know that he is working hard in his office.

CHAPTER XXIX

THE EDUCATIONAL SYSTEM OF THE ARMY, AND
PROFESSIONAL STUDY

(See corresponding chapter in SUPPLEMENT for a description of the various schools and for changes, if any.)

It may be said the general plan, the purpose, of our present military educational system is twofold:

1. By means of a carefully prepared, comprehensive and progressive scheme of practical and theoretical instruction, to stimulate interest in technical education, thus improving the minds of all in the service—the officers and men alike—with a corresponding increase in the efficiency of our military establishment;

2. To amplify the military education of specially selected officers, the underlying principle of the plan being "THE SURVIVAL OF THE FITTEST"—that is to say, the officers who excel in the garrison schools are to be given preference in the details to the various special service schools; those who excel in the various special service schools are to be detailed for courses of higher instruction—for example, those who excel in the Army School of the Line are to be detailed for the Staff College; those who excel in the Staff College are to be sent to the Army War College. Graduates of the Staff College and the Army War College are to be selected for important details, such as the General Staff, Military Attachés, etc. In case of war, these graduates would be assigned important duties.

The present system is so broad, comprehensive and far-reaching that it has not been in existence long enough for the theory of "The survival of the fittest" to have crystallized, but things, with the power and the certainty of a moving glacier, are gradually molding themselves that way, and the object in view will doubtless be attained within the next few years, and when it does come those who have neglected their technical education will find themselves greatly handicapped. It is, therefore, suggested that young officers just entering the service begin to prepare themselves at once, by study and by practical work, for the educational competition that is now manifest-

¹ In the preparation of this chapter valuable assistance was received from Colonel Gustav J. Fieberger, Professor of Civil and Military Engineering, U. S. Military Academy.

ing itself everywhere in the Army, and that is working on the cumulative principle of a snowball rolling down the side of a mountain.

Aside from the natural and commendable pride which every officer should take in wishing to keep pace with his fellow-officers—aside from the power, confidence and satisfaction which knowledge gives—there is also another phase of the matter which should appeal to every ambitious officer:

At the outbreak of the Spanish War, for instance, it fell to the lot of many junior officers to muster in the volunteer regiments. Such officers were constantly asked questions relating to company and regimental administration, by commanders and staff officers not familiar with the requirements of the bureaus of the War Department. In no other way can a young officer more rapidly advance himself in time of war, than by demonstrating to the volunteers his thorough familiarity with the details of his profession. Many an officer of the Civil War received his first regiment, because he had shown his mastery of the art of caring for one.

The mastery of the details of company and post administration, the mastery of the evolutions of the drill book, etc., are valuable assets in the education of an officer, but they are far short of constituting such a military education as fits an officer for the responsible duties of a general staff officer, or for high command in time of war. These should be the ultimate aim of every young officer. How puny are the weightiest questions of post administration when compared with the military policy of a nation, the organization and mobilization of its armies, the strategy of a war, the tactics of a modern battle, the organization of the lines of supply!

PROFESSIONAL STUDY AND READING.

In commenting upon one of the works on the art of war, published while he was on the Island of Saint Helena, Napoleon gave the following as the means of acquiring a knowledge of leadership:

"Read and reread the campaigns of Alexander, Hannibal, Gustavus Adolphus, Turenne, Eugene of Savoy, and Frederick the Great. Model yourself on them. This is the only means of becoming a great captain and of discovering the secrets of the art. Evolutions, the science of the engineer and of the artillerist may be learned from treatises, as geometry is learned, but leadership can be acquired only by experience and by the study of the history of the wars of the great captains."

The young officer who has the leisure and the inclination will find himself well repaid by a careful reading of the campaigns of the great captains mentioned by Napoleon. It must be remembered that when Napoleon gave this advice, he was farther away from the period of war chariots, the shield and pike than we are from the flint-locks and smoothbore cannon of Frederick the Great.

Napoleon no doubt meant that while the means of prosecuting the art of war had changed, the problem of war as it presents itself to the responsible commander is ever the same—to form a plan of action when confronted by conflicting reports and hazy information; to act on it with a confidence which gives assurance to subordinates and dismay to the enemy; and to meet every unexpected difficulty and even disaster with nerves and brain well under control. Did ever modern commander need these qualities to a higher degree than Hannibal who for fifteen years maintained himself in the Italian peninsula defying the power of the great Roman republic; or Caesar when he spent eight years in Gaul upholding the power of Rome against the continuous attacks by the hordes of Gaul and Germany, with no other weapons than the sword and pilum; or Frederick the Great, who in the seven years war had to defend his territory against the combined powers of Austria, Germany and Russia?

To those who have the time and inclination to learn the art as practiced by these captains the following books are recommended:

1. Alexander, Colonel Theodore A. Dodge—(8-vo, 680 pages.)
2. Hannibal, Colonel Theodore A. Dodge—(8-vo, 670 pages.)
3. Caesar, Colonel Theodore A. Dodge—(8-vo, 778 pages.)
4. Gustavus Adolphus, Colonel Theodore A. Dodge—(8-vo, 850 pages.)

(These four books are well illustrated, and give a complete account of the development of the art of war from the time of Alexander to that of Frederick the Great. The series is to be completed with the lives of Frederick the Great and Napoleon. The latter has been published but not the former.)

5. Turenne, H. M. Hozier—(4-vo, 198 pages, London.)
6. Eugene of Savoy, Col. Malleson—(264 pages, London.)
7. Frederick the Great—Battles of Frederick the Great from Carlisle, Ransome—(237 pages, London.)

Experience and Study, according to Napoleon, are the rules that lead to military success. And yet if we are to accept the story told by Marshal Gouvion St. Cyr, Napoleon did not place a high value on experience.

In 1813, in a conversation between the two, St. Cyr told the Emperor, that he, St. Cyr, did not believe that either experience or long practice was of much value in acquiring the science of war. That of all men, friends and foes, who had commanded armies during the wars caused by the French Revolution, he did not find one who had learned much by experience. He would not except even Napoleon from this category, for he still considered the first Italian campaign as Napoleon's masterpiece.

The Emperor replied that St. Cyr was right. Considering the small means at his disposal, he, Napoleon, also regarded this as his finest campaign. Furthermore, he knew but one general who had uninterruptedly learned by experience,—and that was Turenne, whose great talents were the fruit of the deepest study. Turenne, himself, thought that the art of war was learned more from books than from battlefields.

Popular writers are prone to attribute every act of a great captain to inspiration. The masters of the art, however, attribute their success to careful calculation, based on study and experience. Inspiration seems to be only calculation made so rapidly that it bewilders the ordinary mind. The same qualities are shown by the masters of any other art or profession.

Students of the art of war have as a rule accepted the dictum of Napoleon above given, and agree that correct principles of the art can be deduced only from military history and that each principle must be supported by examples drawn from actual warfare.

Von Moltke, for example, never commanded troops in war until he was 66 or 68 years old—he learned all he knew from the study of military history, solving map problems, playing the war game and staff rides.

A COURSE OF READING AND STUDY.¹ The following is given merely as a general guide for a beginner—as a plan that

¹ NOTES.

1. Any military book in print, domestic or foreign, can be purchased from The Secretary, Army Service Schools, Fort Leavenworth, Kans.; The U. S. Infantry Association, Washington, D. C.; or, the U. S. Cavalry Association, Fort Leavenworth, Kans.

2. As soon as an officer is appointed he should apply to the Chief, War College Division, General Staff, Washington, D. C., for the following named Government publications, which will be furnished him free of cost: 1, Army Regulations; 2, Manual of Guard Duty; 3, Manual for Courts-martial; 4, Field Service Regulations; 5, Small-Arms Firing Manual; 6, Paymaster's Manual; 7, Medical Department Manual; 8, Subsistence Manual; 9, Quartermaster's Manual for Army Cooks; 11, Army Transport Regulations; 12, Drill Regulations.

may be extended almost indefinitely by supplementary reading and study under the different headings:

1. As soon as possible after receiving your appointment read carefully and intelligently these books:

(a) Army Regulations. (For paragraphs, see **Supplement**, Chap. I, Par. 28.)

(b) Manual of Guard duty.

(c) Manual for Courts-Martial.

(d) Field Service Regulations.

(e) Studies in Minor Tactics, by the Dept. of Military Art, Service Schools, Fort Leavenworth, Kans., 75 cts. (with 2 maps).

(NOTE. The best way to learn the Drill Regulations is to study them from day to day in connection with your drills; the Small Arms Firing Manual, in connection with target practice; the manuals of the various departments, when one has quartermaster, commissary and other similar duties to perform; military law, hippo-logy, military hygiene, topography, field engineering, etc., in the regular course of instruction in the Officers' School. (See Supplement, Chapter XXIX.)

(f) Shaw's "Elements of Modern Tactics." (Latest edition, 1906). \$2.50.

(g) If a cavalry officer, De Biensen's "Conduct of Contact Squadron." \$1.20.

(h) Griepenkerl's "Letters on Applied Tactics." \$2.

(i) Hamley's "Operations of War." (2 vols.) \$9.

(j) Napoleon's Maxims, 75 cts. ("Stonewall" Jackson used to always carry this little book in his saddlebags.)

(NOTE. Every officer should read Upton's "Military Policy of the United States"—a Government publication.)

2. Having thus grounded himself in the principles of tactics and strategy, the young officer is now prepared to take up the study of campaigns—in other words, he is now ready to begin orienting himself in military history—that is, by familiarizing himself with the campaigns and battles which are most frequently employed by military writers to illustrate the principles of the art of war.

It is thought that he should begin by studying the history and the campaigns of his own country.

A The following course of reading is suggested:

(a) A reliable, connected history of the United States.

Wilson's "A History of American People." (5 vols. \$17.50. Harper & Bros.); or any other standard work is recommended.

(See footnote, page 37.)

(b) Fiske's "History of the Revolution." (2 Vols. \$3. Houghton, Mifflin & Co., Boston).

(c) An excellent account of the War of 1812 can be found in Adams' "History of the United States, from 1801 to 1817," (Vols. 5 and 6; \$2 each, Scribner). And in McMaster's "History of the People of the United States" (Vol. 4; \$2.25, D. Appleton & Co., New York.)

However, there is not much to be learned from this war, either tactically or strategically, but a great deal to be learned by Congress and the people.

(d). 1 Wilcox's History of the Mexican War. (Out of print).

2 Howard's "Life of Zachary Taylor" and Wright's "Life of Winfield Scott."

(e) THE AMERICAN CIVIL WAR, in the length of its duration and the extent of the territory covered by it, is second in importance to the Napoleonic Wars. The study of its operations confirms the principles of warfare as developed by Napoleon, and teaches the American officer the military geography of much of this country. The study of the recruiting of the armies, and their tactical employment on the battlefield and on the march, teach the officer the difficulties he will have to contend with in operating with volunteers of the future war.

Books recommended:

(a) Ropes' "Story of the Civil War." \$3. (Does not go beyond battle of Stone's River, Dec. 31, 1862.)

(b) Alexander's Memoirs, \$4.

(c) Henderson's "Stonewall Jackson." (2 Vols. \$4.)

(d) The Scribner series covering the campaigns of Vicksburg, Atlanta, Franklin and Nashville, the Wilderness and the Valley. (The Scribner Campaigns of the Civil War Series is complete in 13 volumes. They can be purchased separately at \$1 each).

The above books give all of the principal campaigns of the Civil War.

(f) THE SPANISH-AMERICAN WAR.

Books recommended:

"The Campaign of Santiago," by Sargent. (3 Vols. \$5.)

(g) NAPOLEONIC WARS. Because of the length of the period covered by the Napoleonic Wars, the extent of the territory covered by the operations, the variety in the campaigns, the brilliancy of its military feats, these wars are quoted by military writers more than the wars of any other period of history. This probably will always be quoted as standards of strategy and leadership; as the origin

of the modern tactics of the three arms; and as the origin of modern military organization.

Books recommended:

Jomini's "Life of Napoleon." \$12.

(Rope's Battle of Waterloo is considered by some the best book ever written on the subject.)

(h) THE FRANÇO-GERMAN WAR teaches the value of thorough preparation in time of peace and the difficulties encountered in operating with hastily raised levies against a thoroughly organized army, backed by the morale of repeated victories.

Books recommended:

"The Franco-German War."—Von Moltke—\$2.20.

(i) THE BRITISH-BOER AND RUSSO-JAPANESE WARS are valuable in teaching the effect upon tactics of modern firearms and fortification.

Books recommended:

1. *The British-Boer War.*

"German General Staff Account." 2 Vols. \$7.20.

2. *The Russo-Japanese War.*

"The War in the Far East," by Military Correspondents of the London Times (\$5). "The Battle of Mukden," by German General Staff (\$1.50). "The Battle of Shaho," by German General Staff (\$1.50).

3. Having oriented himself in military history, the young officer is then prepared to study the various standard military writers who elucidate the principles of tactics, strategy, supply, fortification, organization, and the many other subdivisions into which the art of war may be subdivided.

Of the many excellent books on the subjects, the following are recommended:

(a) TACTICS.

A History of Tactics—Johnstone—(Small 8-vo, 220 pages with 27 plates, 1906, London).

The Development of Tactics—Maguire (8-vo, 218 pages, London).

(b) STRATEGY.

The Conduct of War—Von der Golz (8-vo, 216 pages).

Evolution of Modern Strategy—Maude (8-vo, 134 pages, London).

Elements of Strategy—Fiebeger (8-vo—138 pages); West Point.

(c) SUPPLY.

Provisioning of Modern Armies—Sharpe (8-vo, 115 pages).

Provisioning Armies in the Field—Furse (8-vo, 300 pages, London).

Lines of Communication in War—Furse (8-vo, 510 pages, London).

(d) FORTIFICATION.

Fortification—Clarke, (8-vo, London, 1907).

Field Fortification—Fiebeger (8-vo, 150 pages).

Permanent Fortification—Fiebeger (8-vo, 102 pages, West Point, 1907).

Annals of a Fortress—Violet le Duc (8-vo, 380 pages).

Principles of Land Defense—Thuillier (8-vo, 380 pages, London).

(e) ORGANIZATION.

Armies of to-day—Harper's (8-ov, 438 pages.)

The young officer will naturally desire to perfect himself first in the tactical development of his own army, and for this purpose the following books are suggested:

Modern European Tactics (infantry) Balck, 8-vo, 386 pages, London, 1899.

The Art of Marching—Furse, 8-vo, 576 pages, London.

Cavalry in Action—Trans. from French, 8-vo, 271 pages, London, 1905.

Cavalry in Future Wars—Trans. from German, 8-vo, 293 pages, London, 1906.

Tactical Employment of Quick Firing Field Artillery—Rouquerol, 8-vo, 231 pages, London, 1905.

Tactics of Seacoast Defense—Wisser, 232 pages.

(f) MILITARY MEMOIRS. Much light is often thrown on military operations by the memoirs of the participants in the events. Some of the most fascinating of military literature is found in these memoirs which should not be neglected. Even historical novels, whose epoch is that of a great war, throw light upon the conditions of the time and the attitude of the participants in the struggle.

The following memoirs are recommended:

NAPOLEONIC ERA.

Memoirs of Baron Marbot.

Recollections of Marshal MacDonald.

Memoirs of Marshal Oudinot.

Memoirs of Baron Le Jeune—(Aid to Berthier, Davout and Oudinot).

An Aide-de-Camp of Napoleon—Segur.

Memoirs of Baron Meneval. (Secretary to Napoleon).

CIVIL WAR.

Memoirs of Regular Officers—Grant, Sherman, Sheridan, Longstreet, Johnston, E. P. Alexander, Schofield, and Howard.

Memoirs of Volunteer Officers—

From Bull Run to Chancellorsville—Curtis; Volunteer Soldier of America—Logan; Military Reminiscences of Civil War—Cox; Story of a Cavalry Regiment—W. F. Scott; Reminiscences of the Civil War—J. B. Gordon; Four Years Under Marse Robert—Stiles.

5. CLUB STUDY. Small clubs organized for the purpose of studying military topics will be of great value to its members. The discussions that take place in such a club are certain to bring out important points which would have escaped any individual member.

War games are of great value in the study of tactics. They combine with tactics the reading of maps, and impress upon the student more strongly than can be impressed by a printed page, the time required to move and deploy troops, and the losses inflicted by modern firearms. Sayre's "Map Maneuvers" is recommended.

Excellent results can be obtained from Staff Rides, Tactical Rides and Tactical Walks, in which you practice quickening your powers of decision by assuming military situations and then drafting the necessary field orders. The power of rapidly grasping a situation, of coming quickly to a decision and of being able to issue clear and easily executed orders—such a faculty, more than anything else, brings success to a commander in the field.

A *Staff Ride* consists in working out on the ground and without troops, the problems in staff duties which arise in large units, such as divisions. The problems relate to strategy, tactics, transportation, supply, and sanitary service. The commanders and the staff officers, including the heads of the various supply departments, are represented by officers, the troops and their impedimenta being imaginary. The officers are mounted and the operations cover considerable time and territory. Each officer works out the problem which falls to his specialty. The work of all is then studied and discussed on the ground. The work is conducted under a director, who states the problem, and conducts the discussion, etc. The purpose of a staff ride is to practice staff officers in working together and in carrying out and coordinating the various duties they would be required to perform on a campaign.

"STAFF RIDES," by Capt. A. H. Marindin, published by Hugh Rees, London, explains in detail the conduct of a staff ride. "Training and Maneuver Regulations" (British Army), 1909, gives general instructions for the conduct of staff rides, war games and maneuvers.

A *Tactical Ride* consists of operations by a small party of officers mounted, without troops operating against an imaginary enemy. It concerns itself only with the tactics of the operations, and extends over a briefer period than a staff ride. Unlike a staff ride, it is applicable to the instruction of junior officers and noncommissioned officers, the range of problems extending from simple patrols to attacks by large forces.

"A TACTICAL RIDE," by Verdy du Vernois, translated by Major Swift, explains in detail the conduct of a tactical ride.

A *Tactical Walk* is similar to a tactical ride. Officers are dismounted.

A *Map Problem* consists of a written solution of a given problem. The troops are assumed to be as stated in the situation. The terrain is exactly as represented by the map employed.

A *War Game* (sometimes called a Map Maneuver) is a contest in which commanders and subordinates, beginning with a stated problem, conduct their operations with imaginary troops, on a terrain represented by a large-scale map. Troops are represented by blocks. An umpire renders decisions as to the effects obtained by fire, the results of the various movements of troops, etc.

The object of a war game is to afford an opportunity of studying strategical and tactical problems and to develop initiative, the power of decision and skill in formulating tactical orders, etc..

"MAP MANEUVERS," by Major Sayre, obtainable from the Army Service Schools, Fort Leavenworth, Kans., explains in detail the conduct of a war game. (Book, 45 cts.; one war game set, 50 cts.; one 12-inch map, \$1.25.)

Maneuvers are actual operations of troops using blank cartridges, in which the results of the operations are decided by umpires.

6 SUGGESTIONS ON READING OF MILITARY HISTORY.

(a) From the very beginning of your service, set aside a few hours of each day for a *regular and systematic* course of study;

(b) The books you read should not be skimmed, like a novel, but you should peruse them carefully, making mental pictures of the situations as they probably appeared to the participants, and make up your mind what you would do in like circumstances. In reading discussions about tactics, do not blindly accept what the writer may say, but think over the matter carefully, and make up your mind whether the reasoning is based on sufficient facts to warrant the conclusions drawn;

(c) The study of any particular battle or campaign, must always be considered in its relation to the rest of the war;

(d) After completing any one subject, some time should be spent thinking over it—digesting it—before proceeding to another. It is a good plan to write out a general synopsis of it. General Grant used to do this when he was a second lieutenant.

(e) A prominent general officer who has the reputation of being one of our best military students, says:

"I find it to have been a misfortune in my own early reading, and one that is common with most officers with whom I have discussed the subject, that too much attention is paid to the prowess of individual commanders and the movement of units, and too little time is spent in grasping the situation. If an officer, in reading books on campaigns, would shut his eyes to the names of the generals and the movements of individual units, and gain an insight into the situations which cause those movements, he would then be able to proceed to a critical study of the campaigns as recorded in history. In other words, I mean that each battle and campaign is a series of situations which the general meets by certain movements of his troops. If these movements are ill judged, the battle or campaign is a failure; if they are well judged, he meets with success. This idea is particularly valuable, in my opinion, when it comes to the solution of map problems, which are themselves a series of situations."

CHAPTER XXX

ESPRIT DE CORPS.¹

Esprit de Corps is that feeling of loyalty, pride, and enthusiasm of the officer and the soldier, first and especially for his own particular regiment or corps; second and generally for the army to which he belongs—founded in each case on the glorious traditions of the past, on the patriotism and efficiency of the present, and on the determined resolve in future war and peace, to uphold the prestige, the honor, the tradition of the army and of his regiment or corps—nay, more, to go further and increase the prestige, the honor, the tradition by adding something thereto through individual acts of his own.

Whatever means tend to bring to bear and render potent the glorious traditions of the past; whatever means tend to promote patriotism and efficiency in the individual, the regiment or corps and the army; whatever means tend to uphold and increase prestige, honor, tradition, must of necessity preserve and strengthen *Esprit de Corps*, for these are the living springs that give it its life and it has need of them all.

No two officers, no two soldiers are alike, however much they may appear to be animated by the same spirit. Though in order to possess *Esprit de Corps* all must have loyalty, pride, and enthusiasm in their regiment or corps, and in the army to which they belong, yet the controlling influence in each individual varies with and depends upon his antecedents, his temperament, his character and his training. One will receive more encouragement and stimulus from the past, from tradition; for such the study of the history of the army and of his regiment, their deeds, their distinguished names, their banners, their trophies, their traditions will be the awakening and sustaining influence. Another will receive more stimulus from the present; him the drill, the discipline, the care and comfort of troops, the fighting capacity of his regiment or corps will make enthusiastic in his life of soldier. While a third will have his pride and enthusiasm aroused more by contemplating the future; he is not content with tradition,

¹ By Captain Peter E. Traub, 12th Cavalry, Associate Professor, Department of Languages, U. S. Military Academy.

with efficiency, with the past, with the day's work; he looks forward to promotion and longs and sighs for opportunities to win reputation and glory. The officer and the soldier imbued with true *Esprit de Corps* receives a proper stimulus from all three sources.

It is customary in speaking of *Esprit de Corps* to restrict it to regimental or corps feeling, but this is taking into account only the narrower though more intense development of which *Esprit de Corps* is capable, and is neglecting the broader feeling, army *Esprit de Corps*, that makes the regimental feeling possible. True *Esprit de Corps* is a combination feeling of pride and enthusiasm in the army as a whole and of pride and enthusiasm in one's particular regiment or corps. Take the case of officers promoted to regiments other than their own.

The army feeling permits and enables the officer to go from regiment to regiment in the same branch of service, where, amidst conditions not necessarily very different from those existing in his former regiment, he can accommodate himself to his new surroundings and imbibe the special traditions of his new regiment and eventually get to feel nearly, if not entirely, as much at home as with his former comrades.

The same is the case, in somewhat less degree, with officers detailed to Staff Corps, under the provisions of the Act of Congress, approved February 2, 1901, and with officers detailed to the General Staff Corps. The army feeling enables the officer to serve with credit in any capacity, anywhere, in the world, and forms the foundation on which is built the special superstructure, occasioned by his regimental or corps surroundings—a superstructure insensibly changing to meet existing conditions.

There is a potent influence in the monumental past that has not been fully recognized in our practical army because that influence is an unmeasurable quantity, a sentiment called tradition—the tradition of our army as a whole, of our regiments and corps, the tradition that attaches to the great soldiers who have added dignity to our profession and luster to our arms.

It can not be denied that a full and complete knowledge from private to colonel of the various steps that have made the regiment or corps what it now is, that a full display of the noble deeds to be found in the history of all, can fail to have a great influence for good.

on the zeal and ardor, on the spirit of emulation, which is the very foundation of the character and reputation of our army.

Study the history of the army and of your regiment or corps, that you may know how it came to be what it is—that you may understand how perfect discipline, efficiency and brilliant courage combine to give success in war. Venerate the past for the good there is in it. Though you do not see emblazoned on your regimental color or standard the names of the battles in which the regiment participated, keep those names so emblazoned on your heart that when your flag goes by at the side of the National Color you will involuntarily call to mind those past deeds and the courage and honor of your regiment or corps that made those deeds possible.

Always show the greatest respect for and take the greatest pride in the national flag, the national anthem and the national uniform—by so doing you will instill this respect and pride in the hearts of your subordinates.

A Remember that the most characteristic factor in a regimental organization for fostering regimental *Esprit de Corps* is the Regimental Mess. Do not consider it merely as a place where the bachelor officers dine, but rather as the regimental hearthstone where at certain intervals it is compulsory on all the regimental officers *present* to dine together. It should be the place where the old regimental colors are displayed, where all the old regimental relics in the shape of books, pictures, plates, etc., are on file to be looked up and referred to when Colonel ——— spins his yarn about General ———, who commanded the regiment in 17—; it should be the place where colonel and lieutenant meet in the social equality of gentlemen in that *camaraderie* and good fellowship which teaches the youngster respect and affection for his seniors, and the elders kindness and consideration for the juniors; it should be the place where are forged the links that bind the regimental front unbroken to the outside world, and where in their own privacy they can deal with questions affecting the honor and tradition so dear to them; it should be the place where dwells the spirit and the soul of the principles that have *made* the regiment and that have preserved intact its prestige, its honor, its tradition.

There is no other single means more full of bright and promising good for *Esprit de Corps* than your regimental mess on a firm and zeal-inspiring basis.

Tradition, up to the present, has been a more or less minor characteristic of our *Esprit de Corps*, efficiency has been its keynote—efficiency in the individual and in the various combinations of individuals from the lowest, or squad, to the highest, or army.

Each private, each noncommissioned officer, each and every commissioned officer in our army, owes it to his government, in whatever position he may be placed, to strive to his uttermost to fulfill his duties and responsibilities faithfully, unhesitatingly, loyally. He has duties to perform toward his government as far as he himself is concerned; he has duties and responsibilities as far as his inferiors and as far as his superiors are concerned. The officer, the soldier that recognizes his threefold task and that lives up to it willingly, cheerfully and to the best of his ability has the proper feeling, the proper professional spirit, the proper army *Esprit de Corps*.

The soldier when he enlists and the officer when he receives his commission must write down three cardinal principles that are to be his guide in his chosen profession—"Self-control, self-culture, self-sacrifice." He must strive actively and manfully to maintain the highest standard of physical, mental and moral discipline; in other words, *self-control*; he must make the best use of his opportunities under all circumstances, that will enable him by *self-culture* to be the best officer or soldier, in every way, that he is capable of becoming; but *self-control* and *self-culture* are simply preparatory to the third and last cardinal principle, *self-sacrifice*. The officer and the soldier by their oath have made a solemn vow to sacrifice self upon the altar of their country wherever its law is to be upheld, its honor defended or its existence secured. It is a vow not to be taken lightly, for it means many duties, many responsibilities, hardships, privations, mayhaps, torture, or death itself.

Such are the duties of the individual to the State as far as he himself is concerned. That these duties are not always lived up to can be seen by a reference to court-martial orders and suspension from promotion, showing in individual cases lack of self-control and of self-culture.

Esprit de Corps is still capable of improvement in our army, but the healthiest sign of progress is the very sloughing of the unhealthy members through the army's own disciplinary methods.

Every individual in the service has an influence for good or evil on *Esprit de Corps*. The influence of the commissioned officers is

greater than that of the enlisted men, not only because of their more exalted position, but also because of the fact that they make the army their lifelong career. It becomes a matter of the greatest importance to make the military service a lifelong profession for the trained enlisted man—getting him to reenlist and reenlist, preferably in the same regiment or corps, until he is finally retired for length of service. It can be stated as a general proposition that that regiment whose commissioned officers on promotion seek to return to it by transfer, whose noncommissioned officers and privates reenlist and reenlist on expiration of term of service, and whose enlisted men rarely desert, has true regimental *Esprit de Corps*.

A While army *Esprit de Corps* depends in great measure upon the acts of Congress and the actions of the War Department in the matter of pay, clothing, food, equipment, justice, and equality of opportunity, regimental *Esprit de Corps* depends in great measure on TREATMENT—kindly, just and considerate treatment—of the officers and enlisted men by the colonel and others of the regiment, each within his own sphere of influence and authority.

You can not be too correct in your treatment of the noncommissioned officers in the presence of the men. Be careful in the treatment of the married soldiers; do what lies in your power for the comfort of them and their families. Be careful in your treatment of the bachelor sergeants—give them a sergeant's mess if you can, so as to distinguish them in the eyes of others. Remember that nothing so influences a man's moral nature for good as physical training and healthy recreation; encourage all athletic sports and contests indoors and out of doors, so as to instill a spirit of rivalry and emulation; regulate and foster amusements, such as dances, minstrel and other shows. By doing these things you will find the influence of it all will be to make the soldier contented and pleased with his life and surroundings, and to diminish his desire for improper pastimes when off duty. Show an interest in everything pertaining to the joys and sorrows, besides the drill and efficiency, of your men and you will be repaid in the noblest of all coin—*Esprit de Corps*—love for the regiment by the men who want to make it their home for life.

Remember by all means that military merit alone should give you any claim to military preferment or to military reward. Always do the work that lies nearest to you and do it to the very best of your ability. Let your merit make you indispensable, the rest will

follow in due course of time without your worrying over it. It is always wrong to appeal to Congressmen or Senators or anybody else for personal favors.

If you succeed in gaining in this way any improper advantage over your brother officers, you deal *Esprit de Corps* a blow below the belt that may require the count to be taken; and, though one or two may bow down to you for the "influence" you are supposed to have back of you, there will come a time, and that only too soon, when your "influence," having vanished, you will wish unavailingly for the unattainable respect and affection of those same brother officers.

Let the words of General Sherman on this subject sink deeply into your brain: "*The army has its common law as well as its statute law; each officer is weighed in the balance by his fellows, and these rarely err. In the barrack, in the mess, on the scout, and especially in battle, a man can not—successfully—enact the part of a hypocrite or flatterer, and his fellows will measure him pretty fairly for what he is.*"

Finally, remember that true *Esprit de Corps* never conflicts with the "*Good of the Service.*" If you do anything personally that does not measure up to that standard; if you see or permit things to be done in your platoon, your troop, battery or company, or your regiment, that is subversive of that standard, it is your duty as far as you properly can to make every effort to right the wrong.

Be slow to think evil, but when you are sure that there is evil, then let only the "*Good of the Service*" govern your conduct.

You must not go backward; you can not stop; you should advance along lines that lead only to the good of the army and necessarily the good of the State. Be loyal to yourself and to your superiors, take pride in your profession and go gladly and enthusiastically to the extreme of self-sacrifice.

CHAPTER XXXI

EMPLOYMENT OF THE REGULAR ARMY¹

The Regular Army may be used:

1st. In time of War.

2d. In time of Peace.

In time of War the use of the Regular Army needs little discussion.

In time of Peace the Regular Army has two uses:

1st. In its capacity as a distinct community—that is, in the performance of its ordinary duties.

2d. In the execution of the laws. The word laws here refers to both State and Federal laws.

It is the use of the Regular Army in execution of the laws that we are to consider under this chapter.

In what manner may the Regular Army be used in execution of the laws? It may be used in the following manner and not otherwise:

1st. As a posse comitatus.

2d. As an aid to the civil authority.

3d. For the protection of government property.

4th. Under martial law.

5th. Under military government. (Military government arises only in time of war, but it may continue after war has ceased).

1st. *As a posse comitatus.*

Posse comitatus is a Latin expression meaning the power of the county. "The sheriff, or other peace officer, has authority by the common law, while acting under the authority of the writ of the United States, commonwealth or people, as the case may be, and for the purpose of preserving the public peace, to call to his aid the posse comitatus.

"Having authority to call in the assistance of all citizens, he may equally require that of any individual; but to this general rule

¹ By Captain H. A. White, Senior Instructor, Dept. of Law, Army Service Schools, Fort Leavenworth, Kans.

there are some exceptions; persons of infirm health, or who lack understanding, minors under the age of fifteen years, women, and perhaps some others, it seems, can not be required to assist the sheriff and are not, therefore, considered as a part of the power of the county."—(*Bowvier.*)

The act of June 18, 1878,¹ a part of which is given below and which part will be found in Army Regulations, Article 48, took away the power of the U. S. marshals and their deputies to call upon the military forces of the United States as a posse to assist them in the execution of the process of the U. S. Courts. This authority was resorted to in numerous cases before the passage of the act. Since the passage of this act the Federal troops can be used as a posse comitatus in a very limited number of cases only. What those cases are will be found in Article 48, Army Regulations. Consequently, when an army officer receives orders to take his force, or a part thereof, and act as a posse comitatus, he should carefully read Article 48 for instructions.

2d. As an aid to the civil authority.

Attention is directed to Article 48, Army Regulations, and to paragraph 495 of that Article, as well as to the wording of the Act of June 18, 1878. Paragraph 495, based upon said act, is as follows: "Officers of the Army will not permit troops under their command to be used to aid the civil authorities as a posse comitatus, or in execution of the laws, except as provided in the foregoing paragraph."

Now, what is the foregoing paragraph? It is a selection of the Statutes of the Federal Government giving all cases where the Regular Army may be used in time of peace. And as stated in paragraph 485, the Regular Army can be used in no other circumstances and in no other manner. Consequently, when an army officer receives orders to take his force, or part thereof, and use it in the execution of the laws, he should carefully read Article 48 for instructions.

Now, it will not always be possible for subordinate officers to see the orders under which they are placed in situations aiding the

¹ From and after the passage of this act it shall not be lawful to employ any part of the Army of the United States, as a posse comitatus or otherwise, for the purpose of executing the laws, except in such cases and under such circumstances as such employment of said force may be expressly authorized by the Constitution or by act of Congress; and no money appropriated by this act shall be used to pay any of the expenses incurred in the employment of any troops in violation of this section."—Act of June 18, 1878. (20 Stat. L.).

civil authorities. However, a presumption of legality attends their duties under such circumstances that will be of some help to them should they subsequently be called before civil tribunals in criminal actions or in actions for damages. But as every individual member of the Regular Army, from the commanding officer to the lowest ranking private, is answerable legally for any act he may do not in conformity with Article 48, it is considered the duty of commanding officers to inform their subordinates of the legal status of the circumstances surrounding them, unless there is some tactical reason why this should not be done.

Presumably the President, or other lawfully constituted authority, will never place the Regular Army in a position not in conformity with Article 48. The presumption of legality is very strong and orders should not be disobeyed as not being covered by Article 48 unless palpably illegal.

Questions arising concerning the employment of the Regular Army under this head, the aid of the civil authorities, arise most frequently, if not entirely, not from the illegality of the use of the force, but from the excessive and unwarranted action of some officer or officers of the Army.

As to their responsibility for their acts, officers should remember that *necessity* is always and forever the measure of their actions. Now, when a person acts through necessity he must, naturally, be the judge of what that necessity is. As long as his judgment is reasonable, what most men would judge was necessary under the same circumstances, he will probably be protected by the law.

But army officers may rest assured that in ninety-nine cases out of one hundred where life or limb has been taken, or property has been destroyed, they will subsequently be called upon to justify their acts before the civil courts. For this is a government of the laws and no man can take life or destroy property without being called upon to defend his actions. It is well to remember that this is true under every phase in which the Regular Army can be used in time of peace, and also in many cases in time of war.

As to the tactical propositions that arise in the performance of this duty of aiding the civil authority, these are purely tactical questions and are to be decided by you as such. Whether you will take life or destroy property must depend upon the circumstances of each

separate case. Whether you shall fire into a mob or not depends upon the circumstances at that very moment existing, and these you must view as would a reasonable man under the same condition. No two cases will ever be exactly the same. So while a study of the cases where the Federal Power has been used in domestic disturbances is of vital necessity to make you familiar with such questions,¹ yet the exact circumstances confronting you at any time will have no exact precedent. Attention is directed to paragraph 498, Article 48, Army Regulations, as to the tactical employment of troops in such cases.

3d. For the protection of government property.

This duty will ordinarily arise either when the troops are being used under the heading above given, when they are already called into action as an aid to the civil authorities, or when martial law exists. But cases may arise when it will be an officer's duty to protect government property when he has not been called upon under any of the other classes of action.

For instance, an officer may be informed that a postoffice building is threatened, and this when no state of riot or insurrection exists, and also when he has not been requested by the civil authority to protect the building. Yet his duty to protect the building is plain, and the measure of his responsibility here is the same as it is in every other form of the employment of the military—he will use only that amount of force that is necessary under the circumstances to accomplish his object or to perform his duty.

4th. Under martial law.

When the civil authorities are unable to meet a disturbed condition of affairs, and instead of matters getting better they are constantly growing worse, the military power, the only one capable of coping with the situation, must step in and for the time being become supreme. Now, the civil authorities may be unable to control the situation even when they have the appearance of being able to perform their usual functions. Judges may be willing and able to proceed with trials but yet it may be impossible to secure juries to act. Men may be unable to render just verdicts on account of terror

¹Officers should secure a copy of the government publication entitled "Federal Aid in Domestic Disturbances."

hanging over them. Sheriffs or marshals may not be able to carry out the writs and mandates of the courts. This is equally a suspension of the civil authority as is the inability of the judges to perform their usual duties.

As to the manner of performing the duties that arise under martial law, in most cases there will exist a hearty cooperation between the civil and the military authorities. While the civil authorities have been forced from their wonted duties, yet they should be consulted for advice and suggestions. When acting as "an aid to the civil" the military asks the civil authorities what they wish done, and then the military do it, only, of course, in their own way. Under martial law the military may and generally will ask opinions of the civil authorities regarding measures tending to restore tranquillity. This, however, is advice merely.

Under martial law the military generally continues in existence all civil powers possible, such as the various departments, fire, police, sanitation, etc. The military makes use of all the customary methods of municipal business, using the officialdom of municipal government, because the military is not familiar with such work and it will seldom be in sufficient force to handle all the civil duties in a disturbed community. This is also in keeping with the general idea of martial law, that there should be as little upsetting of the customary run of affairs as possible. The duty of the military is to bolster up the civil authority and as speedily as possible restore the usual conditions.

The legal responsibility of officers under martial law is exactly the same as when the troops are being used "in aid of the civil." Necessity is the measure of responsibility here as in every other occasion of the use of the military. What was said above as to responsibility applies equally here and applies equally well to every phase of military action that we are here discussing.

5th. Under Military Government.

Military Government arises only in time of war but it may continue after war has ceased. It relates to the power and duties of a belligerent as a governor. It is the government applied to occupied enemy territory. This may be either foreign territory or our own territory where the status of belligerency exists, as in certain sections during the civil war.

This form of government is "exercised by the military commander under the direction of the President, with the express or

implied sanction of Congress."¹ Its limitations are practically the Laws of War. But there is this thought that officers should bear in mind—the responsibility of officers here is the same as in other forms of the use of the military. If in exercising military government an officer unnecessarily injures a loyal citizen of our country he will be held responsible.² He might not be held responsible for injuries to an enemy, for it is doubtful if any court would ever hear complaints from an enemy. But his responsibility to those who have the right to sue in the established courts of this country is the same as stated above. Hence here, as elsewhere, necessity is the measure of an officer's responsibility.

The above is a discussion of the use of the Regular Army. The measure of responsibility, however, is the same for the Militia in its several uses as above described for the regular forces. The legality of the use of the Militia in regard to the manner of its calling out when done by a state, must be measured by the laws of the state. When called into use by the federal government the militia becomes federal forces and subject to the law as given in this chapter.

¹ Ex parte Milligan. 4 Wall.

² Mitchell v. Harmony. 13 Howard.

An excellent book, "The Laws and Customs of Riot Duty," by Colonel Byron L. Barger, N. G. Ohio, is recommended to all National Guard officers.

See Chapter XXXIII, page 408, on "Riot Duty."

CHAPTER XXXII

THE USE OF THE ARMY FOR RELIEF PURPOSES
IN PUBLIC CATASTROPHES.

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

Nature of Obligation. On occasions of great public catastrophes, such as fire, flood, earthquake, etc., beyond the power of the civil authorities to properly alleviate, it is not a legal duty of the Army to offer assistance, but there may be a moral obligation to do so.

There is no authority, general or otherwise, for the use of the Army in such emergencies—the only justification is an absolute necessity to protect life and alleviate human suffering.

Custom alone has sanctioned the action of commanding officers in offering assistance under such circumstances, but each case is a special one and must be solved by the commanding officer himself, who in all such cases acts on his own responsibility. In all cases where discretion and good judgment have been displayed, the War Department, and when necessary the Congress, has accorded approval and support.

How to Proffer Assistance. Proffer of aid should be made to the chief administrative official of the town or city, and, except in very grave emergencies involving loss of life or other great, immediate and irreparable disaster, no action should be taken without the expressed wish of said officials. When time permits such aid should be tendered in writing, and in all cases should be so recorded at the earliest practicable moment.

Art. IV., Sec. IV. of the Constitution provides that "The United States.....shall protect each one of them [the states] against invasion, and on application of the legislature, or of the executive (when the legislature can not be convened), from domestic violence."

This article is the only one which authorizes the use of the forces of the general government in time of peace to assist a state

government, or a municipality within a state, in case of any kind of domestic violence.

A public calamity, such as flood, fire, earthquake or pestilence, in itself is not "domestic violence" in the terms of the articles, but might be productive of violence by rendering powerless the civil authorities and tempting the lawless element of our population to commit crimes of violence.

A commanding officer of troops, who has proffered assistance to the civil authorities should report at once his action in full to the War Department, through the next higher commander, by telegraph, including his communication to the state executive, and should request orders. He should also immediately take steps to assure his position by communicating with the executive of the state, informing him that the troops have been employed in the manner stated, at the request of, or after the acceptance of proffered services by the civil authorities at the place of calamity; that the troops are there without legal sanction and must be withdrawn unless the executive, by his action, obtains constitutional authorization for their further use under Art. IV., Sec. IV. of the Constitution; that he has communicated his action to the War Department and awaits orders from the same, by which he must regulate his future conduct; that he desires to assist the local authorities in every way, but is totally without police power unless the status of the troops be determined in the proper manner; that he will give a reasonable time to the executive for obtaining the action of the federal government, and that he is unwilling to remain longer without legal status.

His action is then complete and he may abide by the later orders of his immediate superior or of the War Department.

The troops should be directed thereupon to render assistance but not to assume police authority, relying on the moral effect of their presence to preserve order, until proper instructions may have been issued by the proper commander.

(NOTE. The local civil authorities have no power to clothe troops or individuals of the army with power to act as police or sheriff's posse, nor does their request for assistance legalize in any way the presence or action of troops.)

Report of Action. Such emergent action on the part of a military commander should be immediately reported by telegraph to superior authority, with a clear statement of the extent of disaster, the services rendered, the probable length of duty, etc.

Gratuitous Issue of Supplies. A commanding officer has no authority to issue rations, medicines, clothing, and other government property to sufferers. An effort should be made to obtain special authority by telegraph. If all communication is cut off, the commanding officer must use his own judgment and take the chances—the assumption of such responsibility shows the quality of the man.

When the necessary authority has been obtained supplies issued are dropped on the certificate of the issuing officer without receipt, as expended by order of the Secretary of War, who must, of course, look to Congress for relief, as was done in the case of the San Francisco disaster.

Status of the Army. Until the executive or legislature of a state shall have made the request required in Art. IV., Sec. IV, of the Constitution, the army has no legal status. Its use for any purpose except relief would, as a principal, be pernicious. For example, the local civil authorities could not properly request the aid of troops, nor could such aid be proffered by the military commander to suppress a serious riot or sedition, though such riot or sedition might result in an exceedingly disastrous fire or other public calamity. Aid in this or any other case should be limited to relief of the helpless sufferers of the calamity.

The wishes of the civil authorities should be carried out as regards relief of persons and salvage of property, but the army should not usurp the police power until its status is legalized as provided for in the Constitution. It can then cooperate with the civil authorities in the manner prescribed by law and regulations.

Of course, the civil authorities can exercise no authority whatsoever over the troops, nor should they under any circumstances be permitted to interfere in any way with the manner of their employment. Having received from the civil authorities the purpose and object they would like to have accomplished (which should always be given in writing, but if that be not practicable, then in the presence of witnesses), the military commander alone is to be the sole judge of the best mode and means of accomplishing the duty required of him.

Where the case is one such that the President has under the Constitution and the U. S. laws authority to intervene (e. g., to protect

federal property, insure the transmission of U. S. mail, etc.), and one in which, by reason of broken communication with higher authorities, it is impossible to obtain authority, the military commander must determine whether the case is of sufficient gravity to warrant his intervening. While the exercise of discretion is demanded when it comes to protecting railroad trains carrying the U. S. mails or otherwise protecting federal interests in what we may call an indirect manner, there can be no question of the duty imposed upon the military in a case of emergency to directly protect government property. Thus, for instance, it becomes an immediate duty to protect a sub-treasury of the United States, a post office, or a custom house. A garrison may therefore be established in one of these, even where no other action is deemed advisable.

Whenever the military commander is unwilling to conform to the wishes of the supreme civil official, as expressed personally or through certain designated assistants, the army should be promptly withdrawn, and in no event should it remain on such duty beyond a time of recognized necessity. A command should be withdrawn invariably on the initiative of the military commander, remembering it is better to be a day early rather than an hour late in restoring settled forms of government.

All power exercised has its origin in civil officials, and, apart from the first grave emergencies, no specific duties should be assumed except after discussion, and under a definite agreement which should always be reduced to writing.

Military Regulations. When important duties are assumed under such agreement, specific military regulations for their performance should be published to the command, copies being furnished the civil administration chief and also posted for public information and guidance.

Orders about Firing on People. This is a very delicate subject and one that should be handled with the greatest judgment and discretion.

The army having no legal status, excepting as above stated in regard to federal property, strict orders should be given against firing on any person, even for the prevention of crime, though assistance short of killing or maiming individuals could be rendered the civil authorities to protect life and prevent crimes of violence to persons.

Until properly vested with police power, each individual of the Army must understand that he stands as any other citizen, amenable to prosecution in a civil suit for damages and amenable to trial for commission of crime by either a civil or a military court for any action committed by him, and that violence to the individuals is done in such cases not under legal orders, but only on his own responsibility.

The power to take life would be limited to the right of a private citizen under similar circumstances.

The request of local civil authorities would in no way modify the legal status of the Army so as to permit firing on persons for rioting, looting or for any other reason.

After the status of the Army has been properly legalized as provided for in Art. IV., Sec. IV. of the Constitution, troops can be ordered to fire on persons committing crimes of violence. Under such conditions the duties and powers of the civil government devolve, temporarily, upon the army, and among such is that of police authority.

The clearest statement bearing on such cases that the author knows of is by Tiedman, in his "Limitation of Police Power:"

"If there be any valid ground of justification in the taking of human life, it can only rest upon its necessity as a means of protection to the community against the perpetration of dangerous and terrible crimes by the person whose life is to be forfeited."

In short, the same conditions which would justify a policeman in firing on civilians, or in taking their lives, would equally justify the soldier, when acting as a policeman, in taking similar action.

Seizure of Private Property for Public Uses. The extent of a public calamity would determine the propriety of seizing private property for the relief of sufferers.

There is no right, constitutional or legal, for such seizure, but a commanding officer might be justified in so doing if he could thereby prevent death or suffering among the victims of the calamity.

He would do so on his own personal responsibility, with the full knowledge that, in case he were not relieved by public contribution or otherwise, he would become personally liable for his acts.

Such seizure, if made, should be limited to the minimum necessary for the relief desired, and receipts for supplies, and certificates of services, in cases of transportation or labor requisitioned, should

always be given. Such receipts and certificates should be given in as full detail as possible; for they will be used subsequently in the settlement of claims.

Liquor, if there should be fear of this being distributed and resulting in riot, should be carefully guarded and its sale or gift prevented. It should never be destroyed unless abandoned or in danger of falling into the hands of a mob, and when destroyed the destruction as far as possible should be made the subject of careful memoranda having in view the claims which are sure to arise later.

If there should be any destruction or requisition of property, those charged therewith should receive detailed instructions, in writing if possible, as to just how far they are to go. They should also be informed of the reason for requisitioning or destroying the property. Receipts with full detail should be given for property destroyed.

Relief Work. Such supplies as may have been requisitioned from private stores, those gratuitously issued by the federal government, and such as may have been contributed, should be issued daily to sufferers in quantities necessary for their temporary subsistence.

The locality should be districted, each district being placed for relief and other purposes, under the command of an officer of suitable rank.

A central supply depot should also be designated and placed under the charge of a competent officer. Proper staff officers should be designated at headquarters to manage the various bureaus of relief, sanitation, hospitals and police, when this power is exercised.

Each district commander should make the most efficient distribution of the troops under his command for the purposes which he is required to execute; he should establish relief stations at central points and designate officers in charge of them, giving them general instructions as to their duties; he should establish a service of sanitation and public health in his district, organizing dispensaries and temporary hospitals if necessary, and assigning military surgeons and volunteer civil physicians and nurses; he should send in reports of his actions, with estimates of number of refugees and requests for necessary supplies, so that the needs of his district may be supplied from the central distributing station. In general, he would obtain transportation and send an officer for supplies, rather than wait till they were sent him.

Inspectors. Military inspectors should be appointed in such numbers as to keep the command fully informed as to conditions, etc. They should report verbally and in a body at fixed hours so that all inspectors may be familiar with the conditions in other districts, and especially as to relief extended, evils corrected, precautions taken, etc. Where commanders can not cover the whole area satisfactorily, suitable districts should be assigned to competent officers with full power to act.

Complaints. All complaints, of whatever character, should be patiently heard. When they are reduced to writing, or on verbal representation when serious, investigations by inspectors, preferably those authorized to administer an oath, should be immediately made and the substance of the report furnished to the complainant. Public confidence, a factor of extreme importance, is ensured by prompt correction of existing evils and proper publicity of official investigation.

Main Lines of Action. In brief, complete subordination to civil authority, considerate action toward the distressed, the prompt arrest and transfer to the civil authorities of criminals actively disturbing the public peace, are the main lines of action and principles underlying successful active administration by the Army of relief in public disasters.

The Principal Qualities Needed in an Officer in All Cases of Public Calamity are good judgment and tact, energy, zeal and insensibility to fatigue, consideration for sufferers and for his own troops, and more than all, *initiative and a willingness to accept responsibility.*

(NOTE. Those wishing to go into this subject more fully should read "*Federal Aid in Domestic Disturbances*"—a War Department publication.)

CHAPTER XXXIII

RIOT DUTY¹

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

General Considerations. Riot Duty is without doubt the most disagreeable, distasteful, obnoxious and unsatisfactory duty that an officer may ever be called upon to perform.

The liability of officers and enlisted men to civil action and criminal prosecution for acts performed in the execution of their duty; the submission to insults from men, women and children, and, sometimes, even to bodily attack by women; the use of dynamite by rioters, and, especially in the case of the Organized Militia, the injection of local politics into tactical considerations—all these things conspire to make **Riot Duty** most distasteful and disagreeable to the soldier. However, there is no duty more vitally important than that of suppressing lawlessness that threatens, as riot often does, the stability of our institutions and the safety of our homes. Because of its nature on the one hand and its importance on the other, it is a subject that should receive the careful thought and consideration of all military men.

The subject of **Riot Duty** possesses two separate and distinct sides: The **LEGAL SIDE** and the **TACTICAL SIDE**.

THE LEGAL SIDE

The Military Subordinate to the Civil. In this country the military is normally subordinate to the civil.

A Considering the military power (Regulars, Militia, and Volunteers) as an organization, this means that the military power is created by the civil authorities; that after organization it is subject to the laws enacted by the civil authorities and can be disbanded by the civil authorities; that it can not, of its own initiative undertake any action, and especially none to enforce the laws or suppress disorder, or to aid the civil

¹ In the preparation of this chapter extracts were freely made from "The Relations of the Military to the Civil Authority," by General Chas. B. Hall, U. S. Army, "Street Riot Duty," by General Albert Ordway, N. G., D. C., "Legal and Tactical Considerations Affecting the Employment of The Military In The Suppression of Mobs," by Lieut. R. W. Young (Journal Military Service Institution, June, 1888), and the U. S. Army Regulations. "The Law and Customs of Riot Duty," by Colonel Bryon L. Bargar, N. G., Ohio, the most complete work ever published on the subject, was also consulted. The article was carefully reviewed by General C. B. Dougherty, N. G., Penna., one of the leading authorities of this country on riot duty.

authorities in the enforcement of law or the suppression of disorder, but that any action taken can be pursuant only to the procedure established by the civil authorities; that the military power can neither declare war nor make peace, but the civil authorities alone possess that power; that the military must always be kept in subjection to the laws of the country; that the law alone governs and to it the military must yield.

Considering the individual officers and soldiers who unite to constitute the military power, the military being subordinate to the civil means that an officer or soldier in taking upon himself the additional responsibilities and obligations of the military profession, can not ordinarily divest himself, as an individual, of civil responsibility to other citizens and criminal responsibility before the courts of the country for his private individual acts; that, if a member of the **Regular Army**, he is liable to civil and criminal prosecution also, for his official acts in the performance of his military duties.

However, the laws of Massachusetts, Connecticut, New York, Wisconsin, Alabama, the District of Columbia, and several other states provide that no officer of their **Militia** shall be held liable to civil or criminal prosecution for his acts while rendering aid to the civil authority.¹ But officers and soldiers of the **Regular Army** and also of the **Militia** of States that have no laws giving them immunity from prosecution, should remember this: As long as you act within the scope of your authority, or do not show "malice, corruption or cruelty," this law of the civil authority to which you are required to subject yourself will protect you; remember also that the Supreme Court of the United States has decided that in order to obtain judgment against an officer for acts alleged to have been done while on duty, the burden of proof is upon the party complaining to show that the officer exceeded his authority; and remember, too, that his acts are presumed to be legal. To overcome this presumption it is necessary to show that the officer or soldier committed more than an error of judgment—it must be shown that he committed a malicious and willful error.

There are, however, occasions when the fundamental principle of subordination of military power to civil authority is either modified or suspended. It is modified when civil authority calls military force to its aid; it is suspended when civil authority declares martial law.

¹It must be remembered, however, that even though there may be a State law conferring immunity upon officers and soldiers for their acts while on duty in aid of the civil, such a law does not shield them from responsibility for acts committed through malice or with corrupt intent. Otherwise officers and soldiers on such duty could commit rape, arson, theft and what not, with impunity.

When The Regular Army May Be Called Out For Riot Duty.

"In all cases of civil disorder or domestic violence, it is the duty of the Army to preserve an attitude of indifference and inaction till ordered to act by the President. * * * * In a case of civil disturbance in violation of the laws of a state, a military commander can not *volunteer* to intervene with his command without incurring a personal responsibility for his acts. In the absence of the requisite orders he may not even march or array his command for the purpose of exerting a moral effect or an effect *in terrorem*; such a demonstration indeed could only compromise the authority of the United States while insulting the sovereignty of the State." (*Digest of Opinions of the Judge Advocate General of the Army, 1901 Edition.*)

Troops of the Regular Army may be ordered out for riot duty under the following conditions:

1. *By the President.*

a. If requested by any State and if after investigation the facts warrant it. If the legislature is in session, the request must be made by that body; if not in session, then the governor may make the request.

b. If property of the United States is being endangered or destroyed, or if the rioters are interfering with the execution of Federal Laws or with the mails of the United States. Of course, in this case the troops would confine themselves absolutely to matters affecting the Federal Government.

2. *By the Commanding Officer of Troops* under the circumstances cited in (b), provided the emergency is so imminent as to render it dangerous to await instructions requested through the speediest means of communication. In this case the commanding officer will at once report in detail, by the quickest way his actions to The Adjutant General of the Army and the Adjutant General of his Department.

Any person employing any part of the Regular Army in riots except under these conditions is guilty of a misdemeanor, and, on conviction thereof, will be punishable by a fine not exceeding \$10,000, or imprisonment not exceeding two years, or by both such fine and imprisonment.

After the troops have been called out, the military alone must decide how its power shall be used—the civil merely says *what* it

wishes done; the military decides *how* it shall be done. Under no circumstances can Regular troops act under any civil officer.

A Supposed Case.

Let us suppose that a riot has broken out in a city and that, having assumed proportions beyond the control of the civil authorities and the Militia of the State, the governor (the legislature not being in session) has called upon the President for the assistance of Regular troops. The President, after satisfying himself that the condition of affairs warranted it, would issue his proclamation commanding the rioters to disperse and order to the scene of disturbance the troops most available. In the absence of any specific instructions to the contrary, the commanding officer of the troops would march his command to the vicinity of the trouble and then report his arrival to the civil officer calling for assistance, and request of him a *written* report of what he desires accomplished; if a written statement can not be obtained, then a verbal one should be required and made in the presence of witnesses. The power of the civil officer ends here and he can not interfere in any way with the manner in which the troops operate, nor give them any orders, nor make any suggestion the commanding officer is bound to accept—the military officer is the sole judge of *how* the end desired by the civil shall be accomplished.

The commanding officer should ascertain from the civil authorities what steps, if any, have been taken to protect the gas-works and gas-mains, the water-works and water-mains, engine houses, etc., to guard the gun stores and ammunition and explosive factories. Everything possible should be done at once to prevent arms and ammunition from falling into the hands of the rioters and if it is found impossible to defend a gun-store, armory or other place containing arms and ammunition and it is feared that these supplies may fall into the hands of the rioters, then measures should be taken to render the arms useless (which may be done by removing important parts).

When The Militia May Be Called Out For Riot Duty.

(a) *Within Its Own State.* It may be called out by such civil officers of the State as may be authorized by the laws to do so. In some states only the governor can call out the Militia, while in others, various county, city or town authorities, civil magistrates, the sheriff, and other civil officers may do so; and in others, the local military commander may call out the troops if, in his own judgment, the danger appears sufficiently great.

Militia officers should familiarize themselves with the laws of their respective States on this point so that they may know when called upon that the call is made in a legal manner. However, the officer having been legally called out, he can not question the reason or the necessity for the call—he has no alternative but to obey—and whatever he may order his troops to do in obedience to such call must be done by all subordinate officers and soldiers, all of whom have nothing whatsoever to do with or question whether the call was made in a legal manner—the order to them is purely a military order, and must be obeyed without question.

It is vitally important that officers and soldiers should familiarize themselves with all their local State laws on the subject of the military in aid of the civil. As a rule these laws are embodied in the regulations for the military force of the State.

(b) *Outside Its Own State.* The Militia may be called out by the President of the United States upon application of any other State. Militia so called out is then in the service of the United States and is governed by the same laws and regulations as those by which the Regular Army is governed.

Civil Control Of The Troops.

(a). *Regular Troops.* After the troops have been ordered out and the commanding officer has ascertained from the civil authorities the ends they desire accomplished, the military alone must decide how its power shall be employed. While the commanding officer should do all in his power to promote harmony and cooperation between the military and the civil, he is not required to accept any suggestions even, much less instructions, from the civil as to how the troops shall be handled and the end desired attained.

(b) *The Militia.* In some States there are detailed regulations governing the Militia when on riot duty. All Militia officers should familiarize themselves with the laws and regulations of their respective States and they should not wait until ordered out on riot duty before doing so. However, should a State have no specific laws or regulations on the subject, the regulations of Massachusetts, which cover the subject most thoroughly, may be followed with safety. They are:

“Par. 2298. The civil officer is not authorized to interfere in any way with the formation or details of the force, the military officer being held responsible for the success of the operations to be undertaken; and it is for the latter, and for him alone, to judge in what

manner the troops shall effect the object which the civil officer has indicated, and to direct the force in the execution of the service in

"Par. 2299. While the instructions of the civil officer are given in general terms to accomplish a particular purpose, and the mode and means are within the discretion of the military commander, the latter, to prevent misunderstanding, should request to have his instructions reduced to writing."

Liability For Acts Done In Obedience To Orders. It is a principle of law that no subordinate can be punished for refusing to obey an *illegal* order, and it is also true that both the superior who gives such an order and the subordinate who obeys it lay themselves liable to civil and military prosecution. However, the courts have held that "except in a plain case of excess of authority where at first blush it is palpable to the commonest understanding that the order given is illegal, a military subordinate should be held excused, in law, for acts done in obedience to the orders of his commander." While it is true that soldiers can not be punished for refusing to obey *illegal* orders, the question arises, who is to judge of the legality of the order? It is evident that if all officers and soldiers are to judge when an order is lawful and when not, the capricious and mutinous would never be at a loss for a plea to justify their insubordination. It is therefore an established principle, that unless an order is so manifestly against law that the question does not admit of dispute, the order must first be obeyed by the inferior, and he must only subsequently seek such redress against his superior as the law allows. If the inferior disputes its legality *before* obedience, error of judgment is never admitted in mitigation of the offense.

The Seizure, Use And Destruction Of Private Property. It is sometimes necessary to seize, use or destroy private property. For instance, it may be necessary to seize food or means of transportation for the troops, to convert the nearest available material into barricades, or to destroy a building occupied by rioters. If the danger is great or the necessity urgent, the commanding officer should not hesitate. While it is true that he may thus render himself liable to civil action, he need have no fear if he has not exercised his power in a corrupt or malicious manner.

Whenever practicable receipts in detail should be given for supplies and property seized and transportation or labor requisitioned—

such receipts will assist materially in adjusting the claims that are sure to follow.

Firing By Troops On Riot Duty. A riot may be defined as "An unlawful assemblage of people of threatening attitude, acting in concert, with disorder and violence and determined to accomplish some injury to persons or property in spite of any resistance which may be offered," and under the law the killing of any participant in the riot is clearly justifiable, *if the riot can not be suppressed by less violent means.*

The question whether a person killed was a participant is settled by the rule of law that "those present at the commission of a riotous felony are principals," and is put beyond all question if the proper officer has commanded the assembly to disperse before the firing was ordered.

After the troops have been called out for riot duty, the question of firing upon rioters is purely a tactical question—a question to be decided by the immediate commander of the troops, according to his judgment of the situation. However, at all times and under all circumstances, must the firing be under absolute control of the immediate commanding officer, with whom rests the responsibility of determining whether the situation presented is such as to warrant such a severe course as firing on the rioters. By giving selected sharpshooters general instructions to fire on rioters throwing missiles at, or firing upon, the troops, the commanding officer does not in any way lose control of the firing, nor is he in any way relieved of responsibility.

The strictest kind of orders should be given that no one shall fire a single shot except upon an order from an officer. (Of course, in individual cases of self-defense soldiers would not have to wait for orders to fire.)

(a) Under the law any citizen has the right to use the force necessary in order to prevent the perpetration of a *felony*, or to arrest a *felonious* culprit.

(b) Par. 498 of the 1910 Army Regulations says, "Single selected sharpshooters may shoot down individual rioters who have fired upon or thrown missiles at the troops."¹ With the exception of the statements (a) and (b), there is nothing else definite and specific in the Army Regu-

¹ However, this does not give the commanding officer an unqualified right to have selected sharpshooters shoot down rioters—the responsibility still remains with him to determine whether such a course of procedure is justified by the situation that confronts him.

lations, in law books or elsewhere, as to the circumstances under which the commanding officer may give the command to fire.¹

These are the general principles of the common law on the subject:

1. The justification allowed by the common law to the taking of life in cases of riot is limited to the necessity of the case;

2. The infliction of death or bodily harm is not a crime when it is done "for the purpose of suppressing a general and dangerous riot which can not otherwise be suppressed;"

3. The taking of life can only be justified by the necessity for protecting persons or property against various forms of violent crime or by the necessity of dispersing a riotous crowd which is dangerous unless dispersed."

From this, therefore, we see that the fundamental question for the immediate commanding officer to decide is *whether the taking of life is NECESSARY for the effectual performance of the duty imposed upon him.*

In deciding this question he must, of course, exercise the judgment of a man of some discretion and prudence, upon the facts as they appear to him at that time, and not as they may appear to others in the light of subsequent events. He must bring to the solution of the question an honest determination to do his duty; he must not act "from recklessness or a love of power or to gratify any passion;" he must not be influenced by a desire to retaliate or to inflict punishment. He must also bear in mind that the mere use of insulting or abusive words is not of itself enough to justify extreme force. It has been well said by Sir Charles J. Napier that, "The Government has a right to expect the troops to bear some insult from a mob; strength should not be waspish and put forth to act hastily."

Remember that an officer who is by law authorized to suppress a mob is by the nature of things given discretionary power and can not, therefore, be held responsible for errors of judgment or mistakes of law, as long as he acts in good faith and without malice, corruption or cruelty, and keeps within the scope of his authority.

¹NOTE.—It should be remarked that the provisions of the U. S. Army Regulations on the subject of riot duty apply to the Organized Militia only if it be in the service of the United States, or if such Regulations have been embodied in the laws and Militia regulations of the State. But where, as is more frequently the case, the provisions of the U. S. Army Regulations have not been embodied in the laws of the State, they are only of indirect benefit to the Militia. Should criminal or civil suit, for instance, be brought against an officer of the Militia who had acted in accordance with the U. S. Army Regulations, the officer would have the opportunity to justify his act by showing that it was a course recognized as proper to be pursued by those who are looked upon as experts in such matters, viz, the officers of the Regular Army.

Remember also that it has been held by the courts of law that an officer who acts "amid the noise and danger, the uncertainties and perplexities of the field of action, must not be judged by facts as they appear in the calm, judicial atmosphere of the forum."

Having decided that it is necessary to fire upon a mob, the officer in command should, if practicable, first call upon the mob to disperse, as this will afford the innocent persons who from idle curiosity or other motives almost invariably form a part of mobs, an opportunity to withdraw. However, circumstances may be such as to make the giving of such notice impracticable—for example, in the case of an aggressive mob attacking the troops, or in the case of a mob engaged in a felony that prohibits the waste of time.

However, when it becomes necessary to fire upon a mob, it is merciful to make the fire short, relentless, and effective. Under no circumstances should blank cartridges ever be fired, nor should the troops ever fire over the heads of the rioters—such tactics almost invariably give the mob a courage and confidence that only aggravate the situation. In view of the fact that the tendency, especially on the part of inexperienced troops, is to fire high, the firing should be delivered kneeling, and by volleys, as this form of fire not only enables better fire discipline but it also has a very demoralizing effect on the mob.

While the taking of human life under the conditions cited does not involve legal responsibilities, it entails moral responsibilities, and the order to fire should not be given unless it is clearly evident that the end desired can not be attained in any other way.

No more firing should be employed than is necessary to accomplish the object in view—that is, if in the opinion of the commanding officer the firing of two or three men or a squad can accomplish his purpose, then only two or three or a squad are ordered to fire; if in his opinion the whole company is necessary in order to accomplish his purpose, then the whole company is ordered to fire.

Remember, whatever the number firing may be, all firing must cease the very instant it is no longer necessary—the very instant the commanding officer's object has been accomplished.

The commander of the troops must always bear in mind these three things:

- 1st. As the use of force is only justified by the necessity of the occasion it follows that only so much force should be used as the necessity of each case requires and that force should not be continued longer than is absolutely necessary.

2d. Under no circumstances should troops attempt to punish anyone—as stated in Par. 498, of the 1910 Army Regulations, “Punishment belongs, not to the troops, but to the courts of justice.”

3d. Every endeavor should first be made to induce or force the rioters to disperse before ordering the troops to fire on them.

Now, to sum up what has been said on this subject:

The law and the Army Regulations give only four concrete cases where troops may fire on rioters:

1. To prevent the perpetration of a felony, if it can not be stopped otherwise.
2. To arrest one who has committed a felony, if he can not be arrested otherwise;
3. In case any individual rioter fires upon the troops, he may be shot down.
4. In case any individual rioter throws missiles at the troops, he may be shot down.

Remember, however, that this does not relieve the commanding officer from the exercise of sound discretion and the responsibility of using no more force than is necessary to accomplish the desired end.

Whether he be called on to disperse a riotous assembly engaged in committing crimes or to protect life or property from attack by such a body, the question will in each particular case be whether it is necessary to take life to properly discharge his duty.

No set of rules exists which governs every instance or defines beforehand every contingency that may arise.

Arresting Rioters In Private Houses. If, during the actual progress of a riot, a rioter commits a felony or breach of the peace, or a felony is committed and there is reasonable grounds to believe a particular rioter has committed it, a member of the Regular Army or Militia who is present on riot duty may, without warrant, arrest the rioter at once. If the rioter, after committing a felony, flees to a private house he may be pursued and an entrance may be forced, to make the arrest, but as a matter of lawful caution, a demand for the surrender of the culprit should be made before forcing an entrance. If necessary to force an entrance, before doing so the person seeking to make the arrest should announce to the inmates his official character and his business and demand admission, unless it is quite certain these are already known, in order that, knowing his official character, there

may be no resistance to him. If, however, an interval of say a number of hours or a day elapses between the commission of the felony and the effort to apprehend, then a warrant should be obtained from the civil authorities, and the civil authorities, supported by the troops, would have every power to make the arrest.

Disposition of Persons Arrested. Civilian prisoners should always be turned over to the civil authorities without unnecessary delay. Should it not be practicable to turn the prisoner over to the civil authorities immediately he may be detained by the military so long, and so long only, as the necessity of the situation requires.

These restrictions upon the detention of civilians as prisoners by the military do not apply where by the declaration of martial law the civil power has been superseded by military authority.

Difference Between a Felony and a Misdemeanor. A felony may generally be defined as an offense that is punishable by imprisonment in a penitentiary or state prison—for example: homicide, assault with a dangerous weapon, highway robbery, burglary, larceny, rape, arson. Crimes that are not punishable by imprisonment in a penitentiary or state prison may be generally defined as misdemeanors—for example, drunkenness, disorderly conduct, carrying of concealed weapons, trespassing, violations of city ordinances.

Arrest of Officers and Enlisted Men. During their tour of duty in aid of the civil authorities, officers and enlisted men, of either the Regular Army or the Organized Militia, can not, with the two exceptions stated below, be arrested or compelled to answer the process of civil courts on account of any act committed during such tour of service. (However, they may be served with summons in a suit for damages). Any other rule of law would expose the military power to practical nullification at the hands of the civil courts.

The two exceptions.

(a) In the case of a writ of habeas corpus requiring a military officer to produce in court the body of a prisoner;

(b) When an officer or an enlisted man, acting outside the scope of his military duties, commits an offense mentioned in the 59th Article of War, which reads, "When any officer or soldier is accused of a capital crime, or of any offense against the person or property of any citizen of any of the United States, which is punishable by the laws of the land, the commanding officer, and the officers of the regiment, troop, battery, com-

pany, or detachment, to which the person so accused belongs, are required, except in time of war, upon application duly made by or in behalf of the party injured, to use their utmost endeavors to deliver him over to the civil magistrate, and to aid the officers of justice in apprehending and securing him, in order to bring him to trial."

However, the commanding officer should not turn the accused over to the civil authorities unless the application, or accompanying evidence, identifies him to the satisfaction of the officer, and until the latter is convinced after careful investigation, that the application is made in good faith and in the interests of law and justice.

Habeas Corpus. It must be remembered that the writ of habeas corpus is in no way suspended or modified just because troops, either Regular or Militia, are acting in aid of the civil authorities, and that respectful return must be made to all such writs.

Form of Return.

In re John Doe

(Writ of habeas corpus—Return of Respondent)

To the.....(Court or Judge).

The respondent, Major John Smith, 24th U. S. Infantry, upon whom has been served a writ of habeas corpus for the production of John Doe, respectfully makes return and states that he holds the said John Doe by authority of....., under the following circumstances:

(State orders under which the troops are serving, cause of arrest, and reasons for holding the prisoner in custody. Give the circumstances as fully as possible so as to enable the court to determine the question of jurisdiction).

Wherefore without intending any disrespect to this Court, but for the reason that he is advised and believes that said writ, under the circumstances, should not be enforced, and that this Court has no jurisdiction in the premises and in obedience to the order..... this respondent respectfully declines to produce to this Court the body of said John Doe; or,

However, in obedience to the said writ of habeas corpus the respondent herewith produces before the Court the body of the said John Doe, but for the reasons set forth in this return prays this honorable court to dismiss the said writ.

JOHN SMITH,
Major, 24th U. S. Infantry,
Officer in Charge of Prisoners.

If an officer of the Regular Army had in custody a rioter that he had arrested, but had not yet turned over to the civil authorities, and if he were served with a writ of habeas corpus by a *Federal* court, he would at once obey the writ, produce the body in court and make return, setting forth the reasons for restraining the rioter. He would report, by wire, the fact of such service direct to The Adjutant General of the Army and the Adjutant General of the Department, as required by A. R. 1016, '10. If the writ were issued by a *State* court, the officer would at once telegraph The Adjutant General of the Army and the Adjutant General of the Department that such a writ had been served. If the rioter were held for an offense against the United States, respectful return should at once be made showing cause of detention, claiming that the State is without jurisdiction to issue the writ, and asking that same be dismissed, but the body need not be produced. If the rioter were held for an offense against the State the court would doubtless have jurisdiction and return should be made and the body produced after being so advised by superior authority.

If an officer of the Organized Militia had in custody a rioter that he had arrested but had not yet turned over to the civil authorities, and if he were served with a writ of habeas corpus by either a *Federal* court or a *State* court, he would at once report the matter by wire to proper superior authority, make return and produce the body.

Relations With the Civil Authorities. In their relations with the civil authorities officers should always be courteous, obliging and cheerful, showing at all times a disposition to assist and cooperate.

Conduct Toward Civilians on the part of both officers and enlisted men should be courteous and considerate, except, of course, when civilians affiliate with the rioters, in which case they should be treated accordingly.

Private Property must be respected. In case of injury, destruction or appropriation by individuals, the guilty parties may be made to make reparation from their pay, as provided for by the 54th Article of War.¹ Should it be impossible because, for instance, of indifference on

¹ Every officer commanding in quarters, garrison, or on the march, shall keep good order, and, to the utmost of his power, redress all abuses or disorders which may be committed by any officer or soldier under his command; and if, upon complaint made to him of officers or soldiers beating or otherwise illtreating any person, disturbing fairs or markets, or committing any kind of riot, to the disquieting of the citizens of the United States, he refuses or omits to see justice done to the offender, and reparation made to the party injured, so far as part of the offender's pay shall go toward such reparation, he shall be dismissed from the service, or otherwise punished, as a court-martial may direct.—54th Article of War.

the part of the company officers and the men, to ascertain the names of any members of their company that have appropriated, injured or destroyed any property, damages might very properly be assessed against the entire organization.

Camp Grounds. Although military necessity might require a commanding officer to camp on grounds against the wishes of the owner, it must be remembered that the commanding officer has no legal right to do this, and that it should not be done whenever avoidable.

THE TACTICAL SIDE

"In Time of Peace Prepare for War." This injunction is quite as valuable in a local as it is in a national sense. In every city where Militia is stationed, the commanding officer of the troops should divide the city into military districts, detailing officers to map the various districts, submitting with their maps descriptions of the streets, buildings, character of the inhabitants, means of barricading or other resistance by a mob, points of advantage, quickest and least exposed avenues of approach, with plans as to the best disposition of troops, whether acting offensively or defensively, etc.

The locations of all armories, police stations, engine houses, gas plants, electric-light plants, water-mains, hydrants, gun stores, explosive factories, etc., should be plainly indicated on the map and plans to protect them should be formulated. The heights and material of buildings, their strategic importance, if any; whether flat or pitched roofed, with or without openings in party-walls and other peculiarities of construction, etc., should be noted. The ranges from all important buildings to all points commanded by them and the points at which gas and water can be shut off should also be indicated.

Signal stations at various points should be selected and a system of rapid communication with the armories, headquarters, police stations and other points should be devised. A cipher code should be adopted.

The question of getting troops from outside the city in case of serious trouble should also be considered and a plan for their debarkation should be prepared.

Public buildings should not be without facilities for lighting and for procuring water in case the shutting off of the water and the lighting facilities.

In order to provide for the certain and rapid assembly of the troops at the armory a system of notification should be adopted. The plan of

ringing bells has the disadvantage of notifying the rioters as well as the Militiamen and consequently should not be adopted. A good plan is for every captain to divide his company into squads, each under the charge of a noncommissioned officer, who is to carry at all times with him a list of his squad and their addresses and telephone numbers, the squads being grouped geographically so that there will be no loss of time in warning them. When the company is ordered to assemble the captains notify the squad leaders, who in turn at once notify the members of their respective squads.

The Importance Of Quelling Riots In Their Incipient Stage. Mobs are, by their very nature, peculiarly liable to dejection or elation; they sneak into their hiding-places or swarm into the streets directly as they fail or succeed. Without discipline they can neither be checked in the excesses that follow victory, nor rallied from the discouragement that follows defeat.

Victorious or temporized with, the rioter finds a thousand venal wretches at his back; beaten, or energetically handled, he is deserted by his erstwhile friends. The fact that there are in society so many professional agitators, so many anarchists, socialists, thieves, cut-throats, vagabonds, and ruffians, who, with the instinct of the vulture, will seek the field of prey on the one hand, and on the other, with the instinct of the rat, desert the sinking ship, renders it absolutely necessary that the mob shall not be trifled with to the extent even of permitting them to seem to be victorious for a single day.

Mobs are cowards at first. They only gain courage as they find that those whose duty it is to suppress them are themselves cowards. A mob is not to be feared when it is first aroused.

It is only as its passion for carnage is whetted by taste of blood, or its greed for pillage is gratified, that it becomes dangerous. Upon whomsoever devolves the duty of suppression, let this be his first effort: Check at the very beginning; allow no tumultuous gatherings; permit no delay; a few stern resolute words; if these be not heeded, then strike resolutely, boldly; let there be no hesitation; if necessary, take life at the outset. It will be more merciful to take one life than to suffer the mob to take the lives of many later.

Nothing so emboldens a crowd as passive resistance and it should never be allowed. Any man in a crowd, on a roof, or at a window, who is seen to fire a shot, throw a stone or other missile, or assault a soldier should be shot down by a sharpshooter.

Mobs As A Rule Are Made Up of Cowards—not necessarily physical cowards but moral cowards—moral cowards because of their consciousness of being in the wrong, of being lawless. The most cowardly members of a mob are generally in the rear, which is, therefore, the weakest, the most vulnerable part. Having neither discipline nor organization, the very moment a break is started, the rest will follow like so many sheep. The logical point to attack mobs, is, therefore, the rear and flank. If it be not practicable to send a part of the command to attack in rear, practically the same result can be obtained by dispatching, if practicable, sharpshooters to the roofs or upper stories of houses, from which they can pick off rioters in the rear of the mob. The picking off of a few rioters there will generally cause others to flee and they in turn will be joined by the rest of the mob.

Attention is invited to the fact that although a number of persons in the front of a mob might be killed and wounded, the rest would not be able to get away because the crowd in rear, many of whom would not even know what had happened in front, would act as a barrier, while, of course, those in front would not flee in the direction of the main body of soldiers.

A "The Crowd; A Study of The Popular Mind," by Gustave Le Bon, is a very interesting Book. It is a foreign publication, but can be gotten through Tice & Lynch, 18 Beaver St., New York. Cost, 85 cts.

Army Regulations. "After having been called into action against a mob the troops are governed by the general regulations of the Army and apply military tactics in respect to the manner in which they shall act to accomplish the desired end. It is purely a tactical question in what manner they shall use the weapon with which they are armed—whether by fire of musketry and artillery or by the use of the bayonet and saber, or by both, and at what stage of the operations each or either mode of attack shall be employed. This tactical question will be decided by the immediate commander of the troops, according to his judgment of the situation." (Par. 498, A. R., 1910).

Assembling of Militia Organizations. If there are indications that the Militia may be called out, a detachment should be quietly kept in the armory to guard the building against surprise and if necessary, to protect the assembly of the troops.

If a call is made for the troops, this armory guard should be deployed a sufficient distance from the building to protect it on every side and to prevent unauthorized persons from approaching. Should the crowd become hostile or threatening the guard should be reenforced as rapidly as possible.

Should the command be ordered out unexpectedly and the precaution just cited therefore not taken, the police authorities should at once send a squad of policemen to the armory to perform the duties described until the arrival of enough soldiers to relieve them.

There should be two methods of calling out troops: (a) By verbal orders to individuals, sent through their squad leaders; (b) by a prescribed signal on the fire-alarm bells, to be used only in case of emergency.

Every man should take with him from home sufficient food for a day, in order to provide against contingency.

Uniforms, arms, and equipments should always be kept in the armory; otherwise men in uniform attempting to reach the armory might be waylaid by rioters.

After the troops are assembled in the armory, the company should be carefully inspected to see that every man is properly equipped—that he has been supplied with ball cartridges,¹ that his canteen is filled with water, that his rifle is in perfect order, etc.

The commanding officer of all the troops should assemble his officers and explain to them the nature of the duty he has been ordered to perform and outline the manner in which he intends to carry out his orders. He should caution his officers against the use of intoxicants and give strict orders that all enlisted men must keep out of saloons and not drink intoxicants.

Before leaving the armory special care must be taken to see that the ammunition supply has been looked after.

Since it is always probable that in a general riot, troops will have to attack barricaded buildings, the command should in such cases be supplied with axes, crowbars, ropes, sledge hammers, short ladders, bags of powder (6 to 10 pounds) and hand grenades.

Every company commander should give to his men some general instructions and precautions, especially about firing upon people.

Attention should be called to the following fire discipline rules from the Drill Regulations:

- a. Never fire unless ordered.
- b. Never exceed the number of cartridges indicated.
- c. Never fire after the command or signal, cease firing.
- d. Always fire at the named objection; if so situated as to be unable to see the objective, do not fire.

¹ Guard cartridges, instead of the regular ones, are more suitable for riot duty, although troops might very advisably be supplied with both.

e. Always aim at the bottom line of the objective; if it be a line of men, aim at the feet; if a clump of trees, aim at the junction of the tree trunks and ground.

The men should also be instructed about respecting private property and treating all law-abiding citizens with proper courtesy.

A detachment commanded by an officer should be detailed to remain at the armory after the troops leave.

Leaving The Armory. Should there be a hostile or threatening crowd in the street at the exit of the armory, the troops, consisting, for instance, of four companies, may make their exit and form as follows:

A company in columns of squads, at port arms, with bayonets fixed, and rifles loaded, is formed facing the exit; just as soon as the doors are thrown open the company marches forward, Nos. 1 and 2 (front and rear file) of the first squad turning to the right and forming single rank, and Nos. 3 and 4 doing the same, to the left, at the same time clearing the street; as soon as the second squad has passed the first squad, it separates in a similar manner; the second squad is followed by the third, and so on, until the entire company is out. As soon as the space in front of the exit has been cleared, the second company marches out in column of squads, forming line crosswise of the street (i. e. at right angles to the armory), to the right or left; it is followed by the third, which forms line crosswise of the street, to the left or right; the fourth company then follows, forming line along the curb line, on the opposite side of the street; the first company is in the meantime assembled along the curb line near the exit, between the second and third companies, the four companies thus forming a hollow square, which may be marched by forming the first and fourth companies in column of squads, with the second and third facing the same direction.

Sometimes it might be possible to work a ruse on the mob and have the command leave the armory by an exit of which the crowd knows nothing, but under no circumstances should the exit be so made as to show timidity. It is much better to come right out and face the mob with determination, giving it, if necessary, a severe lesson, which at this junction may prevent much trouble later on.

Marching To The Scene Of Trouble. The troops should, of course, be marched through the streets without music or colors, and if the riot be local and at a considerable distance from the armory, the command should be marched in column of squads by the least

frequented streets, so as not to create excitement and interfere with public traffic.

However, if the riot is of a general nature, the troops should be marched upon whatever streets military policy may require.

A squad of police should accompany each body of troops for the purpose of making arrests. They may march in the line of file closers or inside the hollow square, sallying forth from time to time to make such arrests as may be necessary and returning with their prisoners.

When approaching the scene of trouble, the hollow square formation just described (or some other suitable formation) should be assumed, the front and rear companies extending from curb line to curb line, and selected sharpshooters walking on both sidewalks so as to be able to cover the windows and roofs on the opposite side of the street. These sharpshooters should be under the command of an officer especially fitted for the work and, if so instructed, they should shoot down anyone firing or throwing missiles at the troops.

The sharpshooters must be constantly on the alert, watching the roofs and windows on the opposite side, and, at a halt, seize any prominence affording them a view of the mob. They must not fire until individually ordered, unless, of course, special instructions have been given to the contrary. During a general engagement they may be instructed to pick off the leaders. The knowledge that sharpshooters are present with special instructions to shoot the leading spirits among the aggressors, would have a salutary effect.

When the troops do not assume the hollow square formation, competent noncommissioned officers or selected privates, should march on both flanks of every company to keep an observant eye for any overt act committed against the troops, and they should be instructed to pick out and fire upon the offending rioters. The act committed against the troops, however, should be of sufficient aggravation to warrant the rioter being fired upon.

In a movement along the streets, in the face of opposition, the troops are not to be crowded, as a repulse of those in front might lead to a terrible slaughter and confusion. The advance should be made by successive companies or platoons at considerable intervals, those not actually engaged being kept under cover as much as possible. There must always be advance and rear guards and flanking parties, which should be in force and which should march in streets parallel to the street of main attack. This will result in outflanking the crowd, and will lessen the casualties from a heavy column proceeding along a single street.

Skirmishers should be advanced and instructed to slip along the sidewalks and thus protect themselves by the projections from the buildings.

When an advancing column is fired upon from a house, the house should be forced and the rioters captured or driven therefrom. Small bodies of troops should be detached from the main column to enter the buildings, which may be done by the front, the back, the side or roof. The back is apt to be unguarded; to enter from the top, either from the roof or through the party-wall of the top story, possesses the advantage of generally catching the occupants unaware, and of enabling the attacking party to fight down rather than up.

The sidewalks being protected on one flank and being more elevated than the street, are places of vantage, and when a small body of troops is advancing along a wide street, they should march along the sidewalks in preference to the middle of the street.

Under no circumstances should a crowd be permitted to stand on the sidewalks while troops are marching through the streets.

If troops are being moved to the scene of trouble by rail, the train should be stopped at a distance, where the command can be disembarked and formed without confusion. Should the engineer decline to obey the commanding officer's orders in this respect, the train should be seized immediately. It would be suicidal to attempt to unload troops and to form companies in the midst of an ugly mob.

When troops are approaching by train a community to which they have been ordered for riot duty, a number of sharpshooters should be placed on the pilot, as well as on the tank, of the engine, and on the tops of the coaches, with instructions to fire upon any person committing an overt act against the troop train. When nearing the scene of disturbance, the train should be slowed down, and if there is any reason to believe that dynamite may have been placed on the track, two or three flat cars should be placed in front of the engine.

Dispersing Or Attacking A Mob. Upon approaching a mob to be dispersed, halt at a point from which its position can be observed and reconnoitered, and then form your plans for dealing with it. If the mob starts to advance on you, keep it at a distance by rifle fire, if necessary.

If the mob is inclined to be timid and undetermined, the appearance of a military force, especially if equipped with a Gatling gun or two, may induce it to listen to the order to disperse.

Mounted troops armed with ax handles or sticks are very effective in dispersing mobs. Water from a fire hose may sometimes be used with good results. The use of the butt of the rifle on the toes of the front rank of a timid mob has been known to work well.

We will now consider these cases in which the mob refuses to disperse:

1. *The mob being in an open street, without barricades, and not occupying houses.* Although the Army Regulations state, "As a general rule the bayonet alone should be used against mixed crowds in the first stage of a revolt," it is thought that only if the mob be very timid or the troops be numerically stronger should dismounted soldiers be brought in immediate contact with a mob, lest they should be crushed and disarmed by mere weight of numbers. In any event, whenever dismounted troops are brought in immediate contact with the mob, a support or reserve should be held at a convenient distance.

After determining how many troops are necessary to hold the mob in check, the balance of the command is divided into two detachments, which move down the streets parallel to the one held by the mob and on each of its flanks; the detachments come in on the flanks of the mob by alternate streets so as not to fire into each other, and, if possible, a squad is sent to attack the mob in rear. The flanking and rear detachments should begin their work first, after which a determined advance or a volley or two on its front will end the work.

Whenever it becomes necessary to fire on a mob, sharpshooters should, if practicable, as stated before, be dispatched to the roofs of houses from which they can pick off rioters in the rear of the mob. Mobs are cowardly and the rearmost portion is the most cowardly. If a break can be started in the rear of the mob, and the picking off of a few rioters there will generally do this, the rear members will at once begin to flee and will be joined by the rest.

In some cases women and children, a number of the former carrying babes in their arms, have been placed at the head of the mobs. In such cases the mob should be attacked in rear. A small force can almost always completely demoralize the rear of a mob, and mobs should, whenever practicable, be so attacked.

2. *The Mob Being Entrenched by Means of Barricades.* Direct attacks of barricades should never be made until all other means of capturing them have failed or are evidently useless.

A reconnaissance should be made to determine whether the barri-

cade can be attacked in the rear or on the flanks. If necessary, houses may be destroyed in order to give a direct access to one of the flanks. Barricades may also sometimes be made untenable by infantry fire directed from the windows and tops of near-by houses. Again, conditions might be such that the barricaded position could be cut off and isolated while the work of suppressing the riot in other parts of the city proceeded.

If, however, it becomes necessary to make a direct attack on a barricade, artillery is indispensable. The artillery is supported by the infantry designated to make the assault, and which is kept under cover as much as possible. The artillerymen are protected from the fire of rioters on overlooking houses by improvised epaulements. Sharpshooters properly stationed prevent any return fire from the barricade and any attempt by its defenders to repair breaches. Detachments of infantry are started from the first available house on each side of the street, fighting their way from house to house until they reach the houses flanking and overlooking the barricade. When they have reached that point the infantry in support of the artillery makes a direct assault on the barricade unless it has been abandoned by this time.

An enterprising commander, with a small force of courageous men, may sometimes surprise and capture a barricade in the night by watching the opportunities offered through lack of discipline and improper guard duty on the part of its defenders.

Captured barricades are immediately removed or destroyed.

Attack of Houses. A house occupied by rioters may be either avoided, isolated or attacked, depending upon circumstances.

Avoided. If a house is occupied as a place of refuge and does not annoy the passage of troops ordered to a designated point for a specific purpose, it is better to avoid the house by marching around it.

Isolated. However, if a house so occupied would be a menace in the rear of the troops, or an obstacle to their retreat in case of defeat, it would be better to isolate or blockade it, or the square in which it is located.

Attacked. But if a house is occupied as a place of refuge or defense by defeated rioters, or as a flank defense of a barricaded position or as a vantage ground for fighting; or if for any other reason it becomes necessary to dislodge the occupants, the house must be attacked. A direct attack should never be made if it can be avoided, but if made the interior defenses should first be destroyed by artillery fire.

If the houses occupied are a part of a block of houses, possession is gotten of the first unoccupied house in the block. If the roofs are flat, the first occupied house is attacked by way of the roof, gaining access through the scuttles or by cutting holes in the roof. If the roofs are steep, holes are made through the walls of the top story. It is infinitely better to fight downward than upwards, and the latter should not be attempted if there is any way of avoiding it.

Hand grenades or light dynamite bombs dropped down the roof scuttles or chimneys are good preliminaries to the descent of the troops.

After getting into a house, there must be no pause in the attack; the defenders must be closely followed from room to room and floor to floor until resistance ceases or they have been driven into the hands of the troops in the streets.

The first house attacked having been cleared the next adjoining is attacked in the same manner, and so on until they are all cleared.

Let us now take the case in which all the houses in a block are occupied and it is necessary to make a direct attack on one of them in order to get a foothold from which to attack the others as described. If the houses on both sides of the street are occupied by rioters, it is better to attack from the rear, in which event the attacking party is protected by sharpshooters stationed in the rear of the house back of the one attacked. If only the houses on one side of the street are occupied, then the sharpshooters are stationed in the houses on the opposite side.

Troops attacking a house should, if possible, always approach from the *right* and keep close to the wall, as this will compel the defenders to expose a large part of their own bodies in order to fire, thus affording a better target for the sharpshooters in the building opposite.

To force an entrance into a house under these conditions, small bags of gunpowder nailed against the doors and windows, and exploded, are very effective, but, of course, artillery is the best means with which to open a passage into a block of houses.

A very strong door, even if barred and bolted, can be blown open by ten pounds of powder. A rifle bullet fired into a lock will generally destroy it.

The Defense of Houses. In preparing a building for defense, first of all it should be supplied with water, and food, and means of lighting, and facilities for extinguishing fire. Then as many of the

entrances as possible should be closed, and all the outer doors and windows of the basement and first floor should be barricaded with furniture, mattresses, piles of books, and any other available material. The loopholes should be so high that they can not be used from the outside, boxes and chairs being employed by the defenders to enable them to use the loopholes. If the building is accessible from adjoining buildings, the roof should be occupied and the partition walls on each floor loopholed. In extreme cases the stairways should be demolished and ladders substituted, all interior doors and partitions loopholed and long halls or passageways barricaded.

If the building to be defended is isolated, a first or outer line of defense should be provided for by means of trenches and of barricades constructed on all avenues of approach and at such distances away that neither dynamite nor fire can be used against the building; and all surrounding buildings that command the fronts and entrances to the house defended should be occupied as a second or interior line of defense. A reserve should occupy the house itself to protect, if necessary, the retreat of the outlying troops and to assist in the defense of the building in case the other troops are driven in.

This general principle should govern the defense of isolated buildings: No building should be defended from within itself until all its outlying defenses have been forced.

The first defense should be made outside and at considerable distance from the building, the building itself being regarded as the last refuge of the defenders.

A defense of a building must always be most obstinate and desperate, as capture usually means annihilation.

Construction of Barricades. Barricades may be constructed by plankings filled with earth, dung, stones; wagons and carriages, their wheels removed, filled with earth, etc.; alternate layers of paving stones and earth, with the steep side toward the enemy, and with ditch and pits; barrels, boxes and bales of merchandise; casks filled with stones; counters, trees, signs; rolls of carpet and matting; sacks filled with earth, etc.

Barricades should be located at elevated points so as to command the street in front, and at the middle of the block because at the end they would be more easily turned. The buildings at the flanks of barricades should be loopholed and garrisoned.

Defense of Railways.

Passenger Stations and Freight Depots may be defended in the manner above described for other buildings.

The Rolling Stock, especially loaded freight cars, should be placed in mass on parallel tracks and then treated as a building, being defended in the same manner—that is, the first line of defense being at some distance from the mass of cars. Open or flat cars should be placed on the outer tracks and at the ends of each line of cars, with bales of hay, barrels or boxes of merchandise on them forming breastworks.

The Tracks may be best guarded by constantly running back and forth a locomotive with open cars attached to its front and rear, carrying sharpshooters and a detachment of troops.

In order to guard against dynamite on the tracks, a couple of unoccupied flat cars should precede the first car carrying troops.

Troops Not To Be Separated Into Small Detachments and The Avoidance of Promiscuous Clashes. Care must be taken not to divide the troops into small detachments and send them out on various missions, as this may result in their being defeated in detail by the rioters. It must also be borne in mind that small, promiscuous clashes between the troops and rioters really accomplish nothing, and merely tend to excite the rioters and urge them on to acts of lawlessness.

Traffic Routes. In the case of express and similar strikes, where stores are to be transported through the city, "traffic routes" should be established—that is, certain streets should be thoroughly guarded and patrolled, and all traffic confined to these routes.

Never Harangue A Mob. It almost invariably has a bad effect on them—it generally does nothing but incite them. If you have occasion to address them, do so in a calm, firm, resolute manner, catching, if possible, the eyes of those who are nearest to you—show them, make them *feel*, by your speech and manner that you are not vindictive and you are not anxious to punish anyone, but you mean business and that you are going to do just exactly what you say.

Never Try To Bluff A Mob. Never threaten to do things you do not intend to do, or that you can not do, or that you know would be illegal if you did do them. Should your "bluff" be called, the mob would then neither respect nor fear you and the result would probably be that the mob would become more lawless and outrageous.

The Ruffian Element Of A Community always takes advantage of a riot to commit acts of lawlessness, and frequently they cause more trouble than anyone else. These people are entitled to absolutely no consideration and should be handled with a severe hand.

It is said that in the railroad riots of 1877, the most extensive riots that have ever occurred in this country, not 15 per cent of the railroad employees were participants or sympathizers with the mob, which consisted almost entirely of roughs, tramps, pickpockets, thieves and unknown men.

RIOT STRATEGY.

In case of a general riot, the troops should not be divided into numerous small detachments to quell minor disorders at various scattered points. Detached engagements without decisive or material results do nothing but exhaust the troops and encourage the rioters.

Militia officers stationed in cities should study its strategic points and in case of a general riot the troops should be concentrated as rapidly as possible at these points, instead of being scattered throughout the city.

In occupying strategic points the mass of the troops should be concealed as much as possible until the time of action arrives, so that their sudden appearance may come as a surprise.

By means of detectives, or scouts in civilian clothing, the commanding officer should keep himself constantly informed of the movements and purposes of the rioters.

VARIOUS MEASURES

Closing Saloons. Not only do saloons afford opportunity for intoxication and consequent disorders, but they also offer a place for rioters to congregate, talk and plan.

Except under martial law, the commander of the military forces has no authority to order the closing of saloons, unless, of course, such authority is given him by the laws of the State. This must, as a rule, be done by the civil authorities, and in some States there are laws requiring that all saloons shall be closed during riots. In States where no such laws have been enacted, the matter is discretionary with the civil authorities, and should the military commander consider the closing of saloons advisable, he should request the civil authorities to issue the necessary orders.

Whenever a saloon keeper harbors disorderly crowds that become a menace to the public peace, the commanding officer in person or a duly authorized officer should visit the saloon with a detachment of soldiers and notify the proprietor that the place is a disorderly one, and that unless he rid his place immediately of all disorderly and undesirable characters, and then maintain it in a peaceful, orderly, law-abiding manner, he, the

officer, will close the place (or have the place closed by the civil authorities, or lay the matter before the proper authorities with a view to having his license rescinded, depending upon the law of the State.)

As soon as practicable after the command arrives, saloon keepers should be instructed not to sell liquor to soldiers. If, however, they should do so after such instructions have been given, then steps should be taken to have the saloons closed.

Public Meetings, especially at night, are almost invariably a source of trouble. They afford splendid opportunity for trouble-making oratory. They should be prohibited, but, as in the case of closing saloons, the order must come from the civil authorities.

Theaters and other Places of Amusement may or may not be permitted to remain open, depending upon circumstances, but if permitted, the managers should be instructed that no sentiments antagonistic to the restoration of peace and order will be tolerated, and should these instructions be disregarded, the place should be closed by the civil authorities.

Curfew. It is sometimes necessary for the civil authorities to issue orders requiring all persons without permits to repair to and remain in their homes after a certain hour at night. Curfews are, at best, very obnoxious and annoying to the inhabitants and, should they be necessary, they should be enforced as considerably as is consistent with the end desired.

It should be remarked in this connection that, as a matter of policy, no more hardships than are absolutely necessary should be imposed upon the inhabitants of the community. Unnecessary hardships will only tend to create public sentiment against the military and, in many cases, arouse sympathy for the rioters.

Ministers, from the pulpit and otherwise, are very often able to assist materially in restoring law and order, and, when necessary, their good offices should be sought. However, should a minister endeavor to assist the rioters in any way, he should then be treated like any other rioter.

In Conclusion

Let it be said:

1. Under no circumstances should an officer of the Organized Militia (or of the Regular Army) ever allow his command to be placed

on riot duty except by competent authority, nor should he ever allow himself to be persuaded to do police duty, by any civil officials except those who by law are authorized to place him on such duty.

2. The conduct of both officers and men should at all times and under all conditions be such as to inspire the confidence of all law-abiding citizens and promote respect for the military.

3. From the very beginning everything should be done to create public sentiment in favor of the restoration of law and order.

4. In dealing with mobs offensive measures are better than defensive ones and should always be adopted, if warranted by the size of the military force. Defensive measures generally give mobs heart and courage.

5. In facing a mob all officers must exercise good judgment, coolness and courage, and remember first, last and always, that *under no circumstances should a mob ever be temporized with*. While no more force than is necessary should be used, mobs should be handled with a strong, firm, decisive, relentless hand. The officer who temporizes with a mob is sure to meet with disaster.

CHAPTER XXXIV

APPOINTMENT, PROMOTION AND RETIREMENT
OF OFFICERS

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

All appointments and promotions of officers are made by the President, by and with the advice and consent of the Senate.

APPOINTMENTS

The second lieutenants of the army are appointed from—

1 **Graduates of the United States Military Academy at West Point, N. Y.** A man must be at least 21 years old before he can be commissioned as an officer. The course at West Point being one of four years, the minimum age for admission of cadets is 17. Vacancies in the grade of second lieutenants existing on July 1 of each year are filled from the graduates of the Academy. In case there are more graduates than vacancies, the extra men are appointed as additional second lieutenants.

2 **Enlisted Men of the Army.** All vacancies existing on July 1 of each year, after that year's graduates of the Military Academy have been commissioned, may be filled by the appointment of enlisted men of the Army whose fitness for advancement shall have been determined by competitive examination. A soldier to be eligible to compete for appointment to the grade of second lieutenant must be a citizen of the United States, unmarried, between 21 and 30 years of age. He must also be physically sound, of good moral character and must have served honorably not less than two years as an enlisted man. To be eligible for appointment, the candidate must make a general average of at least 75 per cent. in the competitive examination and not less than 65 per cent. in any one subject. Relative rank in appointments is determined by relative standing in the examination.

3 **Civil Life.** Any vacancies that may exist after the appointment of the successful competitors amongst the enlisted men may be filled by the appointment of civilians, as follows:

(a) Honor graduates of institutions of learning at which army officers are detailed as professors of military science, whose students have exhibited the greatest application and proficiency in military training and knowledge, not to exceed ten for any one year. Such graduates are not required to undergo any mental examination, but each must be recommended by the army officer on duty at the institution of the applicant. Those of this class who may be appointed second lieutenants will be so appointed in advance of other appointees from civil life.

(b) Such civilian applicants as may be designated by the President and may pass the prescribed competitive examination.

(c) In the Coast Artillery Corps such vacancies may be filled by the appointment of mechanical, electrical or civil engineers who are graduates of the universities, colleges or technical schools of the country. They may be designated by the War Department and must pass the prescribed competitive examination prior to appointment.

The Surgeons of the Army enter the service, subject to the examination prescribed by law, with the rank, pay and allowances of first lieutenants of cavalry. After three years' service they receive the rank, pay, and allowance of captain.

The Chaplains (who are commissioned officers) enter the Army with the rank, pay, and allowance of first lieutenant, mounted. After seven years' service they are given the rank, pay and allowances of captain, mounted. From time to time the President selects for promotion to the grade of major, chaplains having not less than ten years' service, in the grade of captain, who have been commended as worthy of special distinction for exceptional efficiency. The number so promoted can not at any time exceed fifteen.

No candidate can be appointed as chaplain unless he is a regularly ordained minister of some religious denomination; is in good standing in such denomination; is recommended for appointment by some authorized ecclesiastical body, or by not less than five accredited ministers of the same; is not over 40 years of age and passes a satisfactory examination as to his moral, mental and physical qualifications.

For appointments and details in the Adjutant General's Department, the Quartermaster's, the Subsistence, Inspectors General's, the Judge Advocate General's, Pay and Ordnance Departments and the Signal Corps, see **Supplement**, Chapter III.

Appointment to the grade of brigadier general is generally made by selection from the Army, and usually from the colonels, although the President may appoint any one he wishes, even a private soldier or civilian. (His right to do so is his constitutional authority to fill an office "the appointment to which is not otherwise provided for in the Constitution." There is no restriction made by law limiting his power of appointment in this case.)

Promotion of every grade below the rank of brigadier general throughout each arm, corps or department is made according to seniority in the next lower grade of that arm, corps or department.

All officers below the rank of major are examined, mentally and physically, for promotion, except that in the Medical Corps majors also are examined. Should an officer fail in his physical examination and be found incapacitated for service by reason of physical disability contracted in line of duty, he is retired with the rank to which his seniority entitles him. Officers may be "wholly retired" on account of disability not incident to the service, in which case their names are dropped from the rolls of the Army with one year's pay.

Should an officer fail on the mental examination he is suspended from promotion for one year, when he is reexamined, and in case of failure on such re-examination, he is honorably discharged with one year's pay, except that in the Medical Corps first lieutenants and captains who may fail on examination for promotion are at once honorably discharged with one year's pay. However, majors who may fail on their examination for lieutenant colonel, are not honorably discharged, but are continued in the service as majors.

Retirement. Officers may be retired under one of these conditions: (a) By operation of law upon reaching the age of 64. (b) Upon their own application, after forty years' continuous service (c) Upon their own application, in the discretion of the President, after thirty years' continuous service. (d) After forty-five years' service or upon reaching the age of 62 years, in the discretion of the President. (e) On account of disability contracted in line of duty. (f) By special act of Congress.

(The only cases of retirement by special act of Congress, are when the President is authorized to appoint certain men from civil life to certain grades in the Army and to retire them at once).

Retired officers receive 75 per cent of the pay of the rank held when they are retired. Officers retired by operation of law upon

reaching the age of 64, are placed upon the Unlimited List. Retired officers less than 64 years of age are placed upon the Limited List, which consists of not more than 300. Upon reaching the age of 64, officers on the Limited List are transferred to the Unlimited List. Officers retired by special act of Congress are not placed upon the Limited List. Officers may be *wholly* retired on account of disability not incident to the service, in which case their names are dropped from the rolls of the Army with one year's pay.

Retired officers, like retired enlisted men, are subject to the rules and articles of war and may be court-martialed for violation thereof.

Any officer of the Army below the grade of brigadier general who served with credit in the Civil War as an officer or as an enlisted man in either the Regular or Volunteer forces, who may be retired on account of wounds or disability incident to the service, or on account of age or after forty years' service, may, in the discretion of the President, by and with the advice and consent of the Senate, be placed on the retired list of the Army with the rank and retired pay of one grade above that actually held by him at the time of retirement.

No officer holding a rank above that of colonel can be retired, except for disability or on account of age until he shall have served at least one year in such rank.

CHAPTER XXXV

MISCELLANEOUS

(See corresponding chapter in SUPPLEMENT for additional matter and changes, if any.)

Publication of Books and Articles. The authority of the War Department for an officer or a soldier to publish a book or an article of any kind, is not necessary. However, should such book or article contain matter of a nature considered subversive of good order and military discipline, this would be cause for action by the Department.

Officers Engaging in Business. With the exception of A. R. 603, '10, which prohibits officers from furnishing supplies or services to the Government, there is nothing in law or in the Army Regulations on this subject, which is a matter entirely within the regulation of the War Department. It is quite common for officers to make investments and sometimes to engage passively in reputable business that in no way interferes with the proper performance of their duties. However, there is considerable doubt of the propriety of an officer's engaging actively in business, even though such act in no way interfered with the proper performance of his military duties. Of course, should an officer engage in a disreputable or fraudulent business, or should he use his official position to further an undertaking of any kind, he would lay himself liable to trial under the 61st or 62nd Article of War.

On the ground that retired pay is hardly sufficient for an officer to support himself and family, retired officers are permitted to engage actively in business, and a number of them do this.

Dropping "jr" After Name. If an officer or enlisted man, in the case of the death of his father, for instance, wishes to drop the "jr" after his name, it is only necessary to write to The Adjutant General of the Army, stating the circumstances of the case and requesting authority to drop the "jr." The Adjutant General of the Army may give such authority.

Changing Name. An officer desiring to have his name changed may do so by going before a court and procuring the necessary judicial decree and then notifying The Adjutant General of the Army of same, with the request that the proper changes be made on the records of the War Department.

An enlisted man desiring to have his name changed may do so by applying to The Adjutant General of the Army, through his company commander, setting forth in his letter all the circumstances of the case.

Changing Date of Birth. An officer or enlisted man desiring to have changed the date of his birth as recorded in the War Department, may do so upon application to The Adjutant General of the Army, furnishing with his application a copy of his birth certificate or baptismal record, or an affidavit of parent.

Information Regarding Inspection by Customs Officials of Baggage, etc., upon return from Foreign Service.

The following instructions were issued by the Treasury Department, February 4, 1910:

NOTICE TO PASSENGERS.

Paragraph 709, appearing in the free list of the present tariff act, governing passengers' baggage, is as follows:

709. "Wearing apparel, articles of personal adornment, toilet articles, and similar personal effects of persons arriving in the United States; but this exemption shall only include such articles as actually accompany and are in the use of, and are necessary and appropriate for the wear and use of such persons, for the immediate purposes of the journey and present comfort and convenience, and shall not be held to apply to merchandise or articles intended for other persons or for sale: PROVIDED, That in case of residents of the United States returning from abroad, all wearing apparel and other personal effects taken by them out of the United States to foreign countries shall be admitted free of duty, without regard to their value, upon their identity being established, under appropriate rules and regulations to be prescribed by the Secretary of the Treasury, but no more than one hundred dollars in value of articles purchased abroad by such residents of the United States shall be admitted free of duty upon their return."

Foreigners are entitled to bring in free of duty such articles as are in the nature of wearing apparel, articles of personal adornment, toilet articles, and similar personal effects accompanying the passenger and necessary and appropriate for his or her wear and use for the purposes of the journey and present comfort and convenience, and are not intended for other persons nor for sale, without regard to the one hundred dollars limitation.

Citizens of the United States may have this privilege, provided it is shown to the satisfaction of the Collector's representative on the pier, subject to the Collector's approval, that they are bona fide residents of a foreign country.

BAGGAGE DECLARATION.

Passengers should observe that on the sheet there are two forms of declaration; the one printed in black is for returning residents of the United States; the one in red, for all persons other than residents of the United States.

The senior member of a family, if a passenger, may make declaration for the entire family.

Ladies traveling alone should state that fact in their declarations and entries in order that an expeditious examination of their baggage may be made.

The exact number of pieces of baggage, including all trunks, valises, boxes, packages, and hand bags of any description accompanying the passenger, must be stated in the declaration.

The forms above mentioned will be distributed to passengers during the early part of the voyage by an officer of the ship. When a passenger has prepared and signed the declaration, the coupon at the bottom of the form must be detached and the form given to the officer of the ship designated to receive the same. Declarations spoiled in the preparation must not be destroyed, but turned over to the purser, who will furnish a new blank to the passenger.

After all the baggage and effects of the passenger are landed upon the pier, the coupon which has been retained by the passenger must be presented at the Inspector's desk, whereupon an Inspector will be detailed to examine the baggage. Passengers must acknowledge in person, on the pier, their signatures to their declarations.

Passengers who, for any reason, desire the examination of their baggage

postponed, may have all or any part thereof sent to the appraiser's store by making a request therefor to the officer taking their declaration.

RESIDENTS OF THE UNITED STATES.

Residents of the United States must declare all wearing apparel, jewelry, and other articles, whether used or unused, on their persons, in their clothing, or in their baggage, which have been obtained abroad by purchase or otherwise, with the foreign cost or value of the same. They shall state, as well, all wearing apparel, jewelry, or other articles taken out of the United States, which have been remodeled or improved while abroad so as to increase their value, the said statement to include the cost of such improvement. By stating the value of all declared articles in United States money, and packing the same so as to be easily produced for examination (and in one trunk if practicable), passengers will expedite the appraisement and passing of the same upon the pier. Whenever practicable, passengers should present the original receipted bills for foreign purchases.

Residents of the United States are allowed one hundred dollars' worth of articles in the nature of personal effects at their present foreign value, free of duty, provided they are not intended for other persons, or for sale, or to be used in business, and are properly declared.

Use does not exempt from duty wearing apparel or other articles obtained abroad, but such articles will be appraised at their present value.

Residents of the United States may also bring with them free of duty all wearing apparel and other personal effects taken by them out of the United States which have not been remodeled or improved abroad so as to increase their value.

Residents of the United States must not deduct the one hundred dollars exemption from the value of their wearing apparel or other articles obtained abroad by purchase or otherwise. Such deduction will be made by customs officers on the pier.

GOODS OTHER THAN PERSONAL EFFECTS.

Household effects of persons or families from foreign countries will be admitted free of duty if actually used abroad by them not less than one year, and not intended for any other person nor for sale. Such effects should be declared whether the passenger be a foreigner or resident of the United States.

Articles intended for other persons, for use in business, theatrical apparel, properties, and sceneries, must also be declared by passengers, whether foreigners or residents.

CIGARS AND CIGARETTES.

All cigars and cigarettes must be declared, and are not included in the one hundred dollars exemption. Each passenger over eighteen years of age is entitled to bring in, free of duty and internal-revenue tax, either 50 cigars or 300 cigarettes for his or her bona fide individual personal consumption.

DUTIES OF CUSTOMS OFFICERS.

Passengers dissatisfied with values placed upon dutiable articles by the customs officers on the pier may demand a re-examination, but application therefor should be immediately made to the officers there in charge. If for any reason this course is impracticable, the packages containing the articles should be left in customs custody and application for reappraisement made to the collector of customs, in writing,

within ten days after the original appraisement. No request for reappraisement can be entertained after the articles have been removed from customs custody.

Government officers are forbidden by laws to accept anything but currency in payment of duties, but, if requested, will retain baggage on the piers for twenty-four hours to enable the owner to secure the currency.

Passengers are advised that to offer or give gratuities or bribes to customs officers is a violation of law, and customs officers who accept gratuities or bribes will be dismissed from service, and all parties guilty of such offense are liable to criminal prosecution.

Any discourtesy or incivility on the part of customs officers should be reported to the collector at the custom-house, to the deputy collector or the deputy surveyor at the pier, or to the Secretary of the Treasury.

BAGGAGE FOR TRANSPORTATION IN BOND.

Upon application to the customs officer in charge on the pier, baggage intended for delivery at ports in the United States other than the port of arrival, or in transit through the United States to a foreign country, may be forwarded thereto without the assessment of duty at the port of arrival, by the various railroads and express companies, whose representatives will be found on the pier. Passengers desiring to have their baggage forwarded in bond should indicate such intention and state the value thereof in their declarations, before any examination of the baggage has been made.

SEALSKIN GARMENTS.

An act of Congress of 1897 expressly forbids the importation into the United States of garments made in whole or in part of the skins of seals taken in the waters of the North Pacific Ocean, and unless the owner is able to establish by competent evidence and to the satisfaction of the collector that the garments are not prohibited they can not be admitted.

Under sections 2802 and 3082 of the Revised Statutes of the United States, articles obtained abroad not declared are subject to seizure, and the passenger liable to criminal prosecution.

Washington, February 4, 1910.

TREASURY DEPARTMENT,
OFFICE OF THE SECRETARY.

INFORMATION REGARDING THE PHILIPPINE TARIFF LAW.

Under the present tariff law, articles the growth, product, or manufacture of the United States, upon which no drawback of customs duties has been allowed thereon, are admitted into the Philippine Islands from the United States free of duty; and articles, the growth or product of or manufactured in the Philippine Islands from materials the growth or product of the Philippine Islands or of the United States, or of both, or which do not contain foreign materials to the value of more than twenty per centum of their total value, upon which no drawback of customs duties has been allowed thereon, are admitted into the United States from the Philippine Islands free of duty; rice excepted absolutely, and also excepting sugar, tobacco, and cigars in excess of certain amounts fixed by law.

In the case of articles sent from the United States to the Philippines, by freight or express, the manufacturer, seller or consignor, is required to make and sign on the invoice, both the original and the duplicate, this certificate, which may be printed, written, typewritten or stamped:

"I hereby certify that the above-described articles are of the growth, product or manufacture of the United States or its possessions, and that no drawback of

import duties has been or will be claimed thereon, and that this invoice is true and correct in all particulars."

Both the original and duplicate invoices are sent to the consignee direct.

However, if the articles are sent by mail and are valued at less than \$10, no certificate is required either in the Philippine Islands or in the United States; but if valued at \$10 or more the shipper must make the same certificate as in the case of freight or express shipments, but the original invoice should be addressed to the Postmaster, Manila, and the duplicate to the consignee of the package.

In the case of articles sent from the Philippines to the United States, by freight or express, a certificate of origin must be executed by the shipper and forwarded by him direct to the Collector of Customs at the port of entry. Blank forms for this purpose may be obtained from the Philippine customs officials.

Articles which do not comply with the requirements of the law for free entry, although they may have been bought in either the Philippines or the United States, are dutiable, and invoices are required for such goods over \$100 in value.

A Each passenger over eighteen years of age may bring into the United States from the Philippines 50 cigars or 300 cigarettes free of duty and without a certificate of origin. For cigars or cigarettes in excess of those quantities a certificate of origin will be required. The internal revenue tax must be paid on all cigars and cigarettes regardless of their number. Although under the law, the number of cigars that can be imported annually into the United States free of duty is limited to 150,000,000, at present there is no limit placed on the quantity that the passenger may bring with him into the United States duty free. Cigars and cigarettes that are to be brought into the United States should be bought in the Philippines out of bond, thus avoiding the unnecessary payments of the Philippine internal revenue tax, but the passengers should see that stamps for the United States internal revenue taxes have been affixed in the Philippine Islands, else they will be detained in the United States in order to have such stamps attached.

Cigars and cigarettes can not be imported into the United States by mail, and officers serving in the Philippines should not send cigars or cigarettes by mail to friends in the United States. Cigars and cigarettes should always be sent to the United States by freight or express, accompanied by a certificate of origin, packed in boxes of not less than 500 cigars in each box and in quantities of not less than 3,000 in a single package, with the stamps for the United States internal revenue tax affixed thereto.

RETURNING FROM THE PHILIPPINES VIA THE EASTERN ROUTE.

(Nearly all the information here given was obtained from officers who made the trip in 1908.)

B War Dept. Instructions. The Division Commander is authorized to grant leaves of absence under the provisions of Par. 51, A. R., to officers under orders to return to the United States, who may desire to return via the Eastern route, and to grant them permission to return that way. The leave so granted is limited to the amount accumulated on full pay. It is distinctly understood that the Government shall be put to no more expense on account of an officer's returning by way of the Eastern route than it would cost to bring him back to his station in the United States on a transport via San Francisco. A. G. O. Feby. 16, '07.

Scout officers may also be granted such leaves of absence.—A. G. O. Sept. 11, '07.

An officer on duty in the Philippines, under orders to return to the United States with his regiment, who is granted a leave of absence with permission to return via Europe or any other indirect route, is entitled to actual expenses from Manila to San Francisco and to the actual amount (payable by the Quartermaster's Department) that it would have cost the Government to transport him from San Francisco to his proper station in the United States. He would be entitled to foreign service pay up to the date of arrival of his regiment in the United States. An officer of the staff corps or any other officer not on duty with troops, would be entitled to actual expenses from Manila to San Francisco and to mileage from San Francisco to his proper station in the United States, and to foreign service pay up to the date of his arrival in the United States.

An officer in the United States, under orders for foreign service, joining his regiment in the Philippines, on leave via Europe, would be entitled to foreign service pay from the date of sailing of his regiment from San Francisco. He would also be entitled to actual expenses from San Francisco to Manila and to the actual amount that it would have cost the Government to transport him from his station to San Francisco. A staff officer or any other officer not serving with troops would be entitled to foreign service pay from the date of his sailing and to mileage from his station to San Francisco and to actual expenses from San Francisco to Manila.

(See Circular 11, 1905 and Circulars 58 and 77, 1910.)

An officer thus going or returning from duty in the Philippines on leave, is credited with thirty days' detached service to cover the time necessary to perform the travel between the Philippines and the United States. (A. R. 60, 1910.)

A Passport, which is an absolute necessity in Siberia and Russia (and Turkey) can be obtained upon application to the Governor General of the Philippines.

Letters. It is suggested if the officer expects to come in contact with either British, Russian or other Army officers, that a letter "To Whom it May Concern" be obtained from the Commanding General, Philippines Division, to the effect that the officer, who has been serving in the Philippines, is on his way to the United States, and that the Division Commander would appreciate any courtesies that might be extended him en route by any foreign Army officer. The author knows of one former commanding general of the Division who was always glad to give such letters.

The Expense of a Trans-Siberian trip from Manila to New York can, with comfort, be limited to the following:

Manila to London, via Hong Kong (various routes to Harbin) and Moscow (1st class steamer; 2nd class R. R.).....	\$272
(1st class R. R. from Manila to Moscow is \$85 more, i. e. \$357).	
London to New York about	90

\$362

A first-class ticket throughout from Manila to New York (\$100 berth from London to New York included), via Hong Kong, Shanghai, Tientsin, Newchwang, Dalny, Mukden, Harbin, Moscow, St. Petersburg, Berlin, Cologne, Paris, and London, costs \$479.50. First-class Manila to Harbin, second-class Harbin to London, with \$100 passage across Atlantic, costs \$408.75.

Cook & Son advise that first-class transportation be used on Chinese and Trans-Siberian railroads.

About the minimum that one can allow for hotel bills, tips, etc., is \$5 a day for each day from Manila to New York.

Thos. Cook & Son, 16 Desvoeux Road, Hong Kong, China, will gladly furnish any desired information regarding rates, connections, etc., and Warner, Barnes & Co., Manila, or Shewan, Tomes & Co., Hong Kong, will furnish schedules, maps, etc. of

the Trans-Siberian Railroad. It may be said in this connection that time and money are generally saved by patronizing Thos. Cook & Son.

Arrangements Regarding Money Matters en route should be given careful attention before leaving the Philippines, and it is suggested that American Express Company travelers' checks be gotten from the International Banking Corporation, Manila. These checks, which can be obtained at a very reasonable rate, are in convenient denominations of \$10, \$20, \$50, etc., and are accepted the world over in almost all hotels, large stores and banks, the same as cash. In case of loss by theft or otherwise, the purchaser is, without unnecessary delay or red tape, reimbursed by the Express Company. Furthermore, the American Express Company, if so desired, looks after the care and forwarding of its patrons' mail.

However, some officers advise Shanghai Banking Corporation letters of credit.

Our Missionaries in China and other foreign countries are generally very kind and willing about furnishing information, extending courtesies, etc. to their fellow-countrymen.

Usual Itinerary Via Siberia. Manila to Hong Kong, 2½ days; stop over about a week, making excursions to Canton, Macao, etc.; Hong Kong to Shanghai, 2½ days; Shanghai to Hankow, 600 miles up the Yangtze, 3½ days; Hankow to Peking, 700 miles by rail (with connections, count on about 5½ days from Shanghai to Peking); Peking to Mukden via Newchwang, (from there a run of about 200 miles south may be made to Port Arthur) and Liaoyang, about 1½ days, which includes stopping over one night in a railroad hotel. (It is sometimes possible to catch a steamer to Dalny from Taku;) Mukden to Harbin, 22 hours; Harbin to Moscow, about 10 days; Moscow to St. Petersburg, 18 hours; St. Petersburg to Berlin, 24 hours; Berlin to Paris, 24 hours.

NOTE. An Army transport may be taken from Manila to Nagasaki, about 5 days, thence to Vladivostok, [about 2½ days] Harbin, etc. the time of actual travel from Vladivostok to Paris or London, being 13½ days).

Battlefields. A captain of some seventeen years' service who made this trip in the early fall of 1903, suggests that only two battlefields be visited—Port Arthur (at least three days—accommodations very satisfactory) and Liaoyang (about two days—accommodations poor). Not only are they very accessible and cover all points of professional interests, the lessons they teach being considered the quintessence of modern combat, but they also stand today practically as they were during the campaigns, the entrenchments, redoubts, pits, etc., being very nearly intact, and even the places where shells fell being clearly marked by craters.

Guides. Japanese guides can be gotten through our missionaries. However, it is not always easy to get one that can speak good English.

Books and Maps. One should be thoroughly familiar with the War Department publications containing the reports of our military observers, especially those on Port Arthur (Kuhn) and Liaoyang (Morrison and Reichmann). Hamilton's "Scrap Book" should also be read. These books should be read before one leaves the Philippines. Maps are, of course, necessary in order to study the battlefields carefully and intelligently and those contained in our War Department publications are considered excellent.

Baggage. If any trunk at all is carried it should be only a steamer trunk, but it is better to travel with nothing but hand baggage. In Europe especially, the baggage allowance is very limited (about 66 lbs.) and the charge on extra weight is

exorbitant, while the amount of hand baggage that can be taken into a car is almost unlimited. If one expects to ride over any of the battlefields a pair of riding trousers, leggins, spurs and gloves or gauntlets should be taken along. There is no special reason why one should be encumbered with uniforms.

The Best Time to Make the Trip is probably, the early fall. The greatest objection to making the trip in winter, is that blizzards and snow might interfere seriously, if not altogether, with one's visiting the battlefields.

SUGGESTED ITINERARIES VIA INDIA. From Manila to Singapore, via Hong Kong (stop over about a week for side trips to Canton, Macao, etc.); or from Zamboanga to Singapore, via Borneo (side trip from Singapore to Java; 48 hours to Batavia—ships daily—fare about \$50 round trip); Penang, Rangoon, Mandalay, Calcutta, Darjeeling (in Himalayas en route to Thibet, hill station of Bengal—wonderful view of Everest, Kanchanjanga and Snowy Range, highest in the world); Calcutta, Benares (the Sacred City of the Hindoos, and considered by many the most interesting spot in India), Lucknow (has large garrison), Cawnpore (especially interesting from a military standpoint), Agra (Taj Mahal, the gem of Indian architecture; also Fort Agra), Delhi (has large garrison); (side trip to Simla; if time permits, one should also visit from Delhi, Lahore, the home of Kipling, proceeding thence to Bombay—if desired, via Jaipur, Ajmere and Ahmadabad); Jaipur, Bombay, Colombo (from which point trips can be made to Kandy and Matale), Port Said, Cairo (from which point a trip up the Nile is made to Luxor and Assouan), Alexandria or Port Said (from the latter one may go on to Naples or to Genoa; from the former, to Marseilles), and then to Paris, sailing for New York from either Le Havre or Cherbourg.

NOTE. If the ocean travel for the whole trip is via North German Lloyd, one may, instead of landing at Naples, Genoa or Marseilles, continue to Bremen without extra cost, and then proceed to Paris by rail).

From Cairo or Alexandria one might take the Khedivial Line to Constantinople, without extra cost, and then proceed to Paris by rail.

If it is desired to visit Madras, the trip should be made from Bombay—about 36 hours by rail—thence by rail to Tuticorin, thence by boat, a short trip, to Colombo.

From Cairo or Alexandria one might take the Khedivial line to Constantinople, stopping at Smyrna and at Piraeus long enough to go to Athens; from Constantinople take the express through Belgrade to Budapest and Vienna.

This Itinerary is also Suggested: From Manila to Zamboanga by inter-island transport; Zamboanga to Manado, Celebes, by Coast Guard Cutter or North German Lloyd (\$25); thence by North German Lloyd or Royal Dutch Mail, via ports in Celebes and Borneo, to Soerabaya, Eastern Java (about \$100); thence by rail to Batavia (about \$40), from where there are daily boats to Singapore. Rest of itinerary same as other.

Books Suggested. Wallace's Malay Archipelago, Scidmore's Java and Van Bemmelen's Dutch East Indies. All these books can be obtained from Kelly & Walsh, Hong Kong or Singapore.

Expense of Trip. The author knows of an officer who spent four and one-half months returning to the States via India, with every reasonable comfort, at a total cost of about \$1,350—about \$10 a day—which included first-class transportation throughout.

Not only is it a saving to get all your ocean travel via the same line, but it is also a decided convenience as regards the forwarding of baggage. The expense of such a trip is reduced somewhat when two or more are traveling together, the guide and carriage fees, for instance, being about the same, but divided pro rata.

Thos. Cook & Son, 16 Desvoeux Road, Hong Kong, will gladly furnish any desired information regarding rates, connections, etc. It may be said in this connection that time and money are generally saved by patronizing Thos. Cook & Son.

Traveling in India with a Servant. Concerning this matter there seems to be a difference of opinion regarding its advantages. Some advise, if there are two or more in the party, that a servant be procured by all means. One can be engaged at Singapore at an extremely low cost a month, and his travel fare amounts to comparatively little.

Baggage. By all means do not take along any trunks while traveling on land, but carry your belongings in dress-suit cases, or other hand baggage. A hold-all is very convenient.

In the Far East and in Europe the baggage allowance is very small, (generally about 66 lbs.; in Italy, nothing), while there is practically no limit placed on the amount of hand baggage that one may carry in the cars.

Carry as many trunks as you may deem advisable, but do not take them along in journeying by rail—the charge on extra baggage is exorbitant, and the time and trouble in getting them checked every time, is a considerable nuisance. On arriving at Penang, for instance, you could replenish from trunks, sending them by boat to be stored at the steamship line's warehouses in Colombo, to await your arrival; the trunks could then be forwarded by boat to Port Said, and after replenishment of hand baggage, forwarded to Naples, Genoa or Marseilles to await your arrival, being sent to New York from one of the last named ports.

A bedding roll is quite necessary if one is going to do any traveling in India, where one must furnish his own bedding on sleeping cars, as no bedding of any kind can be obtained. In the trip outlined the bedding roll could be carried as far as Bombay, from which point it could be shipped to New York—and without extra cost, if one has all his ocean transportation via the same line. One officer who has recently traveled in India recommends the purchase of an inexpensive bedding outfit as soon as one reaches India—when leaving Bombay throw or give it away.

Clothing. Take along four or five pair of white and also one or two pair of khaki uniform trousers, with civilian coats made to match.

Pongee, linen and other suitable suits can be gotten very reasonably in India—probably cheaper than anywhere else in the world.

Even in winter, the days in India are quite warm between 10 a. m. and sunset.

Experienced travelers always travel light, especially as regards underwear and handkerchiefs, which can always be purchased en route, as needed.

From about November 1 to about March 1, the nights in India are quite cold and in addition to the bedding roll, an overcoat or a warm traveling cloak, one or more thick warm suits as well as a traveling rug, should be taken along at that season of the year, or if one expects to encounter cold weather on or before reaching New York.

There is a difference of opinion as to what one should take along in the way of uniforms, some recommending that in case one expects to come in contact with the military (and unless he does the main professional advantage of the trip is lost) he will be invited to dine at officers' messes and a well equipped wardrobe is necessary, while other officers advise against taking any uniform whatsoever unless going in some official capacity. It seems to be a matter of individual taste.

The tuxedo is generally worn evenings at table and one should be taken along.

The Best Time to Visit India, is between November 1 and March 1.

Steam-ship Line Recommended. All officers the author has spoken to about the matter, who have traveled on North German Lloyd boats, recommend them most highly. Detailed information regarding rates, dates of sailing, etc., can be obtained upon application to any of their numerous agents. Behn, Meyer & Co., are their Manila agents.

Some officers recommend the Anchor Line from Bombay to Suez. The fare is about half the rates charged by the P. & O. Accommodations are good and it is patronized by the British Army officers.

Books. "Winter India," by N. E. Scidmore, and "Java, the Pearl of the Orient," are excellent books which can be obtained upon application to the Military Information Division, Manila. "A Winter in India," by W. E. Baxter (75c) and "India: What Can It Teach Us?" by Miller (\$1), can be gotten from the Funk & Wagnalls Co., New York. The Military Information Division's pamphlet on Colonial Army Systems should be read by all officers making this trip.

Murray's guide book on "India, Burma and Ceylon," is a standard and is quite essential in traveling through those countries. This book is quite expensive, but a second-hand copy can sometimes be obtained in Manila very reasonably.

A Especially for one who is inexperienced in traveling, "The Travelers' Handbook," by Josephine Tozier, published by the Funk & Wagnalls Co., New York, is worth many times its cost, \$1.

An Indian Army List, giving full information about garrisons, can be gotten from Thacker & Co., Bombay, for about 80c.

Passports. Passports are not required in India and Egypt. In Java a Toelatings-Haart, a sort of passport, is required, and can be obtained immediately after landing—fee about \$1.50.

Letters. See "Letters," page 388.

Arrangements Regarding Money Matters. See "Arrangements regarding money matters," page 388.

Our Missionaries in China and other foreign countries are generally very kind and willing about furnishing information, extending courtesies, etc., to their fellow countrymen.

FORM FOR PROCEEDINGS OF A BOARD OF OFFICERS

Proceedings of a Board of Officers convened at
pursuant to the following order:

Headquartersth U. S. Infantry,

Special Orders, 19....

No.

(Extract)

1 A Board of Officers is appointed to meet at this station at o'clock
.... M. to-morrow, or as soon thereafter as practicable, for the purpose of ascer-
taining what disposition has been made of certain ordnance and ordnance stores for
which the late Capt. U. S. Infantry, was accountable, and as
far as possible to account for the same by proper returns to the Chief of Ordnance.

Detail for the Board.

Capt.th Infantry.

First Lieut.th Infantry.

Second Lieut.th Infantry.¹

By order of Lieut. Col.:

(Signed)

Captain,th Infantry, Adjutant.

¹ The junior member of a board always being the recorder, unless another member is designated in the order, it follows that a contract surgeon is recorder on a board with commissioned officers. (J. A. G. 1900.)

Fort , 19....

The board met pursuant to the foregoing order at o'clock .. m.
Present: all the members.

The board, not having sufficient information before it, directed the recorder to open correspondence, with a view to ascertaining definitely what disposition was made of the ordnance and ordnance stores for which the late Captain ,th Infantry, was accountable.

The board thereupon adjourned to meet at the call of the president.

Second Lieut.,th Infantry, Recorder.

Fort , 19....

The board met at o'clock m., pursuant to adjournment and the following order:

Headquartersth U. S. Infantry,
Fort , 19....

Special Orders

No.

(Extract)

2 First Lieut. and Second Lieut. ,th Infantry, are hereby relieved as members of the Board of Officers, convened by Par. 2, S. O., No., c. s., these Headquarters, and First Lieut. and Second Lieut. ,th Infantry, are detailed in their stead.

By order of Col.:

(Signed) ,
Captain,th Infantry, Adjutant.

Present: all the members.

The board had before it all the information that could be obtained.

From the invoices of ordnance and ordnance stores from Capt. ,th Infantry, and First Lieut. , Ordnance Department, U. S. A., hereto appended (marked "A" and "B," respectively), it is shown that Capt. ,th Infantry, deceased, was accountable for the following ordnance and ordnance stores:

Enumerate articles and state individual and total value.

To account for a portion of the foregoing the board has receipts from the twelve company commanders of thth Infantry, and receipts from eleven company commanders of theth Infantry.

These receipts are hereto appended and marked "C," "D," "E," "F," "G," "H," "I," "K," "L," "M," "N," "O," "P," "Q," "R," "S," "T," "U," "V," "W," "X," "Y," "Z," respectively. The ordnance and ordnance stores thus accounted for are as follows:

Enumerate articles and state individual and total value.

This leaves the following not accounted for:

Enumerate articles and state individual and total value.

The issues by Capt. are best shown in abstract marked "A" (hereto appended), which was compiled from the appended receipts heretofore referred to.

The appended quarterly return for part of the quarter ending, 19... (marked "B"), also best shows the receipts and issues and what remains unaccounted for.

In the correspondence (Appendix "C") relative to this matter, in the 5th indorsement, First Lieut., ..th Infantry, states that he succeeded Capt. in command of a detachment of about 275 recruits which Capt. had taken to These recruits, armed and partially equipped, though originally intended for other regiments, were ultimately assigned to the ...th and ...th Infantry.

Since 226 rifles, bayonet scabbards, and a corresponding number of canteens, haversacks, etc., have been receipted for by officers of these regiments, it is the opinion of the board that the 49 rifles, etc., with which the remaining recruits of this detachment were armed, must still be in the two regiments mentioned; receipts failed to be given in the confusion of war times. This opinion is strengthened by the 12th Indorsement on the same correspondence in which Capt., as commanding officer, Company "L," states that 10 rifles, bayonet scabbards, cartridge belts, gun slings, haversacks and straps, canteens and straps, meat cans, tin cups, knives, forks, and spoons had been taken up on the ordnance returns of that company. He does not, however, inclose receipts for that amount of ordnance for Company "L," though as commanding officer of Company "C," same regiment, which he was also apparently commanding, he does send receipts for 11 rifles, bayonets, scabbards, cartridge belts, etc.

The board is therefore of the opinion that other company commanders of the ...th and ...th Infantry have likewise taken up on their returns the remaining ordnance and ordnance stores pertaining to the detachment of recruits, but have failed to receipt for the same.

The wrapper inclosing invoice from Captain, ...th Infantry, with indorsements thereon (hereto appended and marked "D"), shows the effort made to obtain receipts for the ordnance stores with which the recruits sent to were equipped.

The invoice from Captain has been heretofore referred to as Appendix "A."

After going to various officers, the wrapper is finally returned with the statement that the receipts for the ordnance and ordnance stores turned over to the ...th Infantry, with the recruits of Captains detachment, had been forwarded in compliance with the 27th indorsement of the appended correspondence, marked "C."

The board, therefore, recommends relief from further accountability in the matter, and that a certificate of non-indebtedness in the case of Captain

...th Infantry, deceased, be issued for the following ordnance and ordnance stores:
Enumerate articles and state individual and total value.

There being no further business before it, the board adjourned *sine die*.

.....
 Captain, ... Infantry, President.

.....
 First Lieutenant, ...th Infantry, Member.

.....
 Second Lieutenant, ...th Infantry, Recorder.

(The briefing on the first fold.)

Proceedings of a Board of Officers

Convened at, per S. O. No....., dated
, 19...

PURPOSE.

To ascertain what became of certain ordnance for which
 Capt., ...th Infantry, deceased, was ac-
 countable, and, as far as practicable, to account for the same.

PRESIDENT.

Captain, ...th Infantry.

RECORDER.

Second Lieut., ...th Infantry.

NOTE. Forms for Proceedings of a Retiring Board and for a Board of Examination for Promotion are given in a pamphlet issued by the War Department, entitled, "Instructions for Retiring Boards." Form 235, M. S. O., '05, also gives the Form of Proceedings for a Board of Examination for Promotion.

The Preparation of the Proceedings, Number of Copies, Etc.

How Written. The report should commence about one inch from the top and run down the page with a margin of about one inch on the left-hand side. If written, the page will be turned over, bottom up, and the record run down the reverse side the same way—if typewritten, each sheet will furnish one page of the record, which will begin at the top as previously described.

Paper—Kind, How Folded, Etc. If practicable legal cap paper should be used; it will be folded in four equal folds, and the pages will be joined at the top and numbered consecutively. The left-hand fold of the outer page is the first fold and will be used exclusively for the brief.

The necessary stationery is obtained from the quartermaster on Form 41 Q. M. D., duly approved by the commanding officer.

Evidence. The evidence is usually in the form of certificates (from officers) and affidavits (from enlisted men and civilians), but it often happens the board does not confine itself to documentary evidence.

For officers authorized to administer oaths, see Par. 688, A. R., 1908.

Exhibits. All documents used as evidence (certificates, affidavits, letters, etc.), which must be originals or true copies, are marked in the lower left-hand corner, "A," "B," "C," etc. They are marked and appended in the order in which they are referred to in body of the proceedings.

Money Value. Whenever the subject of the board's investigation involves funds or property, the money value thereof should be stated in the proceedings.

Signing of Proceedings. The proceedings are signed by all members who concur in the finding.

Adjournments are signed only by the recorder.

Minority Report. Should a member not concur in the finding of the other members of the board, he submits a minority report, which is embodied in the record immediately after the majority report.

Extra Leaf. If there be not at least five inches of blank space on the last page, immediately following the last signature, an extra leaf, for use of the convening authority, should be inserted between the last leaf and the appended evidence.

Number of Copies. The number of copies of the proceedings depends upon circumstances. For instance, when a board takes inventory on the death of an officer in charge of public property or money, the proceedings should be submitted in quadruplicate—one copy to be sent direct to the chief of bureau concerned; one copy to the representative of the deceased, or the person adjusting his affairs; one copy to department headquarters, and one copy for file with the post records.

The order convening the board should state the number of copies to be submitted.

Additional Proceedings. In case the proceedings are returned for further action, any additional exhibits there may be, are marked with letters succeeding those already used and are appended in proper order to the original evidence. The additional proceedings are inserted between the original and the appended evidence, the object being to form a continuous, intelligent record.

In case an extra blank leaf has been added to the original report for the action of the convening authority, the unused portion of this page may be used for the additional proceedings.

PROCEEDINGS OF THE POST COUNCIL OF ADMINISTRATION CONVENED AT FORT HARRISON, MONTANA, PURSUANT TO THE FOLLOWING ORDER:

(Quote order in full)

FORT HARRISON, MONT.,
January 1, 1906.

Pursuant to the foregoing order the council met at 1 p. m., to-day.

Present: All the members.

The council then proceeded to the business before it, and recommends that the following prices be not exceeded by the tradesmen at the post:

BARBERS

The necessary shaving and hair cutting per man, per month	\$1.00
One hair cut	.25
One shave	.10

TAILORS

Making blouse, plain	\$2.50
Making blouse, with wadding and canvas	3.00
Making trousers, plain	1.50
Making trousers, with canvas and lining	2.00
Making overcoat, plain	5.00
Making overcoat, with wadding, canvas and double edge	6.50
Cleaning and pressing trousers	.40
Cleaning and pressing blouse	.50
Attaching chevrons	.25
Attaching stripes	.50

Altering of ready-made uniforms: according to the amount, nature and quality of the work, but not to exceed the price for making new garments.

1 The following are the prices in force at Fort Leavenworth, Kans. (in 1907):—

For making an unmade blouse, or for general alterations to a new-made blouse	\$3.00
For making an unmade pair of trousers, or for general alterations to a new-made pair of trousers	2.00
For making an unmade overcoat, or for general alterations to a new made overcoat	6.00
For sewing on chevrons, per pair25
For sewing on stripes, per pair50
For pressing trousers50
For pressing blouse25
For pressing overcoat40

For all miscellaneous work not included in the above heading, such as mending, cleaning, alterations of old garments or field uniforms, sewing on buttons, insignia, etc., the prices charged shall not exceed 25 cents per hour for the time actually and reasonably occupied on the work.

LAUNDRYMEN

\$1.50 per month, per man, for weekly washings, the weekly amount of laundry not to exceed:

2 suits underwear	4 collars	3 pair white gloves
3 pair socks	3 pair cuffs	1 pillow case
2 shirts—white, colored or unstarched	3 handkerchiefs	2 sheets
	2 towels	

All articles in excess of those above mentioned will be paid for at the following rates:

Collars, 2 cts. each	Trousers (blue, uniform), 25 cts
Cuffs, 4 cts. per pair	Trousers, canvas, 15 cts.
White shirts, 10 cts. each	Coats, canvas, 15 cts.
Full-dress shirts, 12½ cts. each	Bed sacks, 20 cts.

It is recommended that the foregoing limit of work and prices apply to officers as well as to enlisted men.

The council then proceeded to audit the accounts of the post treasurer. The receipts and expenditures were found to be correct and in accordance with orders and regulations.

The funds on hand were exhibited to the council.¹

The council recommends that the balance on hand, \$5.53, be distributed amongst the organizations in proportion to the number of flour rations turned in by them.

There being no further business, the council adjourned *sine die*.

SAMUEL SHERIDAN,
Captain, 40th Infantry, President.

THOMAS GRANT,
1st Lieutenant, 40th Infantry, Member.

R. A. SHERMAN,
1st Lieutenant, 40th Infantry, Recorder.

Approved:

JAMES A. LEE,
Colonel, 40th Infantry, Commanding.

PROCEEDINGS OF A COUNCIL OF ADMINISTRATION CONVENED AT FORT HARRISON, MONT., PURSUANT TO THE FOLLOWING ORDER:

(Quote order in full.)

FORT HARRISON, MONT.,
January 1, 1906.

The council met at 10 o'clock a. m. to-day pursuant to the foregoing order.

¹ If the funds are on deposit in a bank, the responsible officer will furnish the council with a written statement to that effect, giving the name of the bank. (Par. 318, A. R., 1910.)

Present: All the members, except Lieut. Thomas, absent sick.

The council proceeded to examine the inventory of effects of Pvt. Jackson, deceased and found all the articles enumerated thereon present.

The effects were then sold at auction, as follows: ¹

2 pair trousers	\$1.50
1 blouse75
1 pair leggins25
1 brush and dauber	
1 waist belt	
1 hair brush30
1 comb	

Total 2.80

Which amount was turned over by the recorder to the commanding officer, Company "A," 40th Infantry, whose receipt is attached hereto.

There being no further business, the council adjourned *sine die*.

SAMUEL SHERIDAN,
Captain, 40th Infantry, President.

THOMAS GRANT,
1st Lieut., 40th Infantry, Recorder.

Approved:

JAMES A. LEE,
Colonel, 40th Infantry, Commanding.

FORT HARRISON, MONT.,
January 17, 1903.

Received \$2.80, being in full the amount realized from the sale of the effects of Pvt. Paul Jackson, Co. "A," 40th Infantry, deceased.

HENRY C. HOOD,
Captain 40th Infantry, Comdg. Co. "A."

FORMS OF DEPOSITION AND CERTIFICATES

1 Damaged Subsistence Stores.

Fort of Missoula, }
County of Missoula, } ss:
State of Montana. }

Personally appeared before me the undersigned authority for administering oaths, one Robert Clay, Regimental Commissary Sergeant, 1st Infantry, who, being duly sworn, deposes and says: He is on duty as commissary sergeant at Fort Missoula, Montana, under the immediate orders of Captain Henry Jones, Commissary,

¹ In disposing of the effects of deceased soldiers, it is not customary to sell watches, rings, etc., unless it be known definitely that the same are not wanted by relatives. See A. R., 85, 1910, regarding officers.

1st Infantry; that during the months of January and February, 1904, certain subsistence stores were received in original packages from Captain H. J. Evans, C. S. U. S. Army, and that upon opening said packages from Captain H. J. Evans, C. S. to be in a damaged condition and unfit for use or issue:

Bacon, issue, 100 lbs., @ 18c	\$18.00
Apricots, 7 cans, @ 24c	1.68
Apples, 10 cans, @ 8c	.80
	<hr/>
	\$20.48

Deponent further deposes and says while said stores were in possession of Captain Henry Jones, Commissary, 1st Infantry, due care was exercised in the handling, storing and preservation, and that any deterioration they may have undergone during that period was in no way due to fault or neglect on the part of Captain Jones.

Further deponent saith not.

ROBERT CLAY,
Commissary Sergeant, 1st Infantry.

Subscribed and sworn to before me this First day of February, 1906.

JOHN SMITH,
Major, 1st Infantry, Summary Court.

2. Deteriorated Potatoes and Onions.

FORT COLUMBUS, N. Y.,
April 1, 1904.

I certify that I received in good condition from Captain H. J. Evans, C. S., U. S. A., the following-named stores:

(a) POTATOES:

January 1, 1904	6,000 pounds
January 25, 1904	5,000 pounds
	<hr/>
	11,000 pounds

(b) ONIONS:

January 1, 1904	1,000 pounds
January 25, 1904	1,200 pounds
	<hr/>
	2,200 pounds

During January and February, 1904, these potatoes and onions were sorted from time to time in order to save the good ones. In these assortments the following quantities were found unfit for sale or issue:

1,000 pounds potatoes, @ 3c	\$30.00
200 pounds onions, @ 3c	6.00
	<hr/>
	\$36.00

I would furthermore certify that I have taken proper care of these stores and any deterioration they may have undergone while in my possession was due to no fault or neglect on my part.

HENRY JONES,
Captain and Commissary, 1st Infantry, Commissary.

3 Shortage Upon Receipt of Stores.

State of Montana. }
 Fort Missoula, } ss:
 County of Missoula, }

Personally appeared before me the undersigned authority for administering oaths, one Robert Clay, Regimental Commissary Sergeant, 1st Infantry, who, being duly sworn, deposes and says: He is on duty as commissary sergeant at Fort Missoula, Mont., under the immediate orders of Captain Henry Jones, Commissary, 1st Infantry; that on January 1, 1906, he assisted in receiving, examining and checking, amongst other stores received from Captain H. J. Evans, C. S., U. S. Army, twenty cases of Lemoine sardines; that of these cases, three were broken and thirty boxes of sardines were missing. (30 boxes @ 20c = \$6.00.)

Deponent further says on January 20, 1906, he assisted in receiving, examining and checking, the following-named stores invoiced by Captain H. J. Evans, C. S., U. S. Army:

Flour, 109 sacks, 10,900 lbs., @ 2½	\$272.50
Sugar, 28 sacks, 2,800 lbs., @ 4c	112.00
	<hr/>
	\$384.50

and that the following discrepancies exist between the invoices and the quantities actually received:

Flour, 1 sack, 100 lbs., @ 2½c	\$2.50
Sugar, 1 sack, 100 lbs., @ 4c	4.00
	<hr/>
	\$6.50

Further deponent saith not.

ROBERT CLAY,
Commissary Sergeant, 1st Infantry.

Subscribed and sworn to before me this First day of February, 1906

JOHN SMITH,
Major, 1st Infantry, Summary Court.

4 Damaged Typewriter.

(See Cir. 34, W. D., 1899, and No. 13, 1897.)

FORT HARRISON, MONT.,
 January 1, 1906.

Regarding Underwood Typewriter, No. 15461-1, for which I am responsible and for which Captain R. E. Smith, Quartermaster, 1st Infantry, is accountable, I hereby certify that the machine received at Manila, P. I., about February 15, 1905, since which date it has been in use at regimental headquarters and during which time all care possible has been taken of it. I would further certify that it has not been previously repaired at the expense of the government; that the letters are now badly in need of alignment and that the repairs required were not caused through lack of proper care on the part of the operator, but as a result of fair wear and tear in service.

J. B. JONES,
Captain and Adjutant, 1st Infantry.

**FORM FOR PROCEEDINGS OF A BOARD OF OFFICERS
CONVENED TO DETERMINE WHETHER A SOLDIER'S
SERVICE HAS BEEN HONEST AND FAITHFUL.**

Proceedings of a Board of Officers Convened by the Follownig Order:

Headquarters 31st Infantry,
Fort Leavenworth, Kans.,
January 1, 1908.

Special Orders
No. 1.

Under the provisions of paragraph 147, Army Regulations, a board of officers consisting of

Captain William Adams, 31st Infantry,
1st Lieut. John Banks, 31st Infantry.
2d Lieut. James Carr, 31st Infantry,

will convene at this post at 10 o'clock a. m., Friday, the 3d instant, or as soon thereafter as practicable, to determine whether the service, during current enlistment, of Private John A. Smith, Company A, 31st Infantry, has been honest and faithful.

By order of Colonel Smith.

A. A. ARTHUR,
Captain and Adjutant, 31st Infantry, Adjutant.

FORT LEAVENWORTH, KANS.,
January 3, 1908.

The board met pursuant to the above order at 10 a. m.

Present: All the members.

The board examined with due care the Descriptive List and records of six (6) convictions by Summary Court of Private John A. Smith, presented by his company commander, Lieutenant Brown, and hereto appended and marked A, B, C, D, E, F and G, respectively.

Private Smith was then brought before the board and the following witnesses examined in his presence:

First Lieutenant B. B. Brown, 31st Infantry, who stated substantially as follows: that Private Smith had been under his observation from April, 1907, to the present time; that he had evinced a spirit and manner of insubordination during that time; that his work had not been satisfactory nor up to the standard of that of the other men of the company; that he (Private Smith) had been insubordinate to him personally in the orderly room.

Private Smith then desired the board to ask Lieutenant Brown if he was sure that he (Private Smith) had been insubordinate to him in the orderly room, which question being put by the board, Lieutenant Brown replied that he was certain of it; that his manner toward him (Lieutenant Brown) was the most insubordinate he had seen in his service as an officer.

Private Smith did not desire to ask anything further of the witness, and he was then excused.

First Sergeant John Lawrence, Company A, 31st Infantry, was then brought before the Board and, upon being questioned, stated substantially as follows: That he had known Private Smith since March, 1907; that during that time he had shown an insubordinate character, answering back noncommissioned officers, dis-

obeying orders and speaking disrespectfully in barracks of his officers and noncommissioned officers; that he had tried to stir up discontent and dissatisfaction in the company.

The witness was then asked by the board, upon request of Private Smith, if Private Smith had ever, upon being assigned any specific duty, either in barracks or in the field, disobeyed the order or performed the duty assigned him in an unsatisfactory manner; the witness replied that so far as he knew Private Smith had always obeyed orders and done his duty satisfactorily.

Private Smith did not desire to ask any further questions of this witness and he was then excused.

Sergeant John C. Dare, Company A, 31st Infantry, was then brought before the Board and, upon being questioned, stated substantially as follows: That he had known Private Smith about a year, ever since he had come from Fort Missoula, Mont.; that he had been a chronic kicker; that his character had not been of the best; that he was always running down the company and the company noncommissioned officers.

Private Smith did not desire to ask the witness any questions and he was then excused.

Private Smith was then asked if he desired the board to call any witnesses to testify on his behalf, to which he replied in the negative, but stated that he had never had trouble in the Army until he transferred to the 31st Infantry, but that he and the other transferred men had been discriminated against by the noncommissioned officers ever since they came down here last March from Fort Missoula, Mont., and there was general dissatisfaction in the company and that he had not complained any more than lots of others.

Private Smith was then asked if he desired to make any further statement to the board, to which he replied in the negative.

After a careful consideration of the above the board finds that the service of Private John A. Smith, Company A, 31st Infantry, was not honest and faithful.

The board then at 11:30 a. m. adjourned sine die.

WILLIAM ADAMS,
Captain 31st Infantry, President.

JOHN BANKS,
1st Lieut. 31st Infantry, Member.

JAMES CARR,
2d Lieut. 31st Infantry, Recorder.

The foregoing proceedings and findings are approved.

JOHN A. SMITH,
Colonel, 31st Infantry, Commanding.

NOTE:

The board has a purely investigating power, and can not, without specific authority, exercise any of the legal functions of either a court martial or court of inquiry.

Its members are not sworn and it cannot compel civilian witnesses to attend, nor in the event of their voluntary attendance are they entitled to compensation. There is properly no accused party before it.

Although under A. R. 695, '10, the recorder has authority to administer oaths, in practice the witnesses are not generally sworn.

It has only one question to investigate, viz, should the soldier's service be considered honest and faithful. The question of character that should be given him is not to be determined by the board.

It calls for such witnesses as may be necessary and available, receives and records the testimony given and gives its finding.

The report of proceedings of the board need not be a literal statement of the evidence received, but is sufficient if it contains the gist of the testimony, with the findings and action of reviewing officer.

Although the Army Regulations seem to contemplate that only one copy of the proceedings shall be prepared, if the proceedings are typewritten, it is suggested that three copies be made—one for the post record, one for the company and the third to be forwarded to The Adjutant General of the Army.

WEIGHTS OF ARTICLES USUALLY TAKEN INTO THE FIELD

(In such cases as overcoats, shoes, packed boxes, etc.,—the weights are only approximate, the average of several being taken.)

	Weight.		Total Weight.	
	lbs.	ozs.	lbs.	ozs.
Ammunition rifle, 1 box (1200 rounds) .				
Cartridges and clips	67	8		
Bandoliers	2	3	100	0
Box	30	5		
Bandolier (12 clips, 60 rounds).....			3	5
Belt, (20 clips, 100 rounds).....			7	
Blank Cartridges, 1 box (1000).....				
Cartridges, clips and cartons....	56	12		
Box	13	4	70	
Cartridges, (ball, in clips), 10.....				9
Clip, 1				5 ¹ / ₄
Revolver, Cal. 38, 10 rounds				5
Axe			3 ¹ / ₂	
			to	
			6	
			1	
Axe helve				
Belt, field, complete				
Cartridge belt		22		
Cartridge belt fastener				
Suspenders		8 ¹ / ₂		
Bayonet		16	3	9 ³ / ₄
Bayonet scabbard		9 ³ / ₄		
First Aid pouch		1 ¹ / ₂		
Blanket			5	8
			40	
			to	
			3	
			48	
			about	
			120	
Box, Squad				
{ Empty.....				
{ Full.....			13	
(22x18x14 in., containing 8 kits)....			49	
Camp Kettle				2
{ Light Wt.....			5	6
{ Heavy Wt.....			3	
{ Small.....			3	
Bucket, G. I.			4	11
{ Medium.....				
{ Large.....				4

	Weight.		Total Weight.	
	lbs.	ozs.	lbs.	ozs.
Camp hatchet, (with helve) { Large...			2	2
			1	10
Canteen { Empty.....				13
			3	6
Cot, G. M.			20	
			70	
Field Desk { Empty.....			120	
			to	
			170	
Field range, complete, includes the following: 1 pipe guard, 2 pipe joints, 2 elbows, 2 bake pans, 4 boilers, 1 cleaver, 1 butcher knife, 3 meat hooks, 1 burnisher, 1 butcher's steel, 2 salt shakers, 1 pepper shaker, 1 meat saw, 1 large dipper, 1 flour sieve, 1 ladle, 1 strainer (dipper), 1 basting spoon, 1 flat strainer, 1 meat fork, 2 cake turners, 1 hash machine.....			400	
Haversack, complete:	1	8		
Haversack, ration bags and scabbard.	1			
Meat can		2	2	14
Knife		2		
Fork		2		
Spoon		2		
Hospital Corps knife	1	13		
Hospital Corps knife scabbard		12	2	9
Intrrenching tools:				
Hand axe with carrier	2			
Pick mattock with carrier	2	14		
Shovel with carrier	2		8	8
Pliers, wire	1	1		
Rule, 2 foot, 4 fold		3		
Mess Pan			2	
Overcoat			8	
			6	8
Pick { Without helve..			9	8
			about	
Poncho			4	
Revolver	2			
Holster		10		
Belt, woven		8		
Belt fastener		2	3	
Rifle ¹	8	11	9	4
Bayonet	1			19
Gun sling		8		
Saber (For enlisted men).....			4	7
Tin cup			5	7
			5	6
Spade			3	2
Shoes, Marching, 1 pair, No. 9 F.....			2	11
Garrison, 1 pair, No. 9 F.....			5	7
Shovel			5	
Shovel				12
Stove, "Sibley"	18			
Stove pipe, 7 joints	14	6	32	6

¹ The maximum range of the rifle is 5,465 yds. The penetration at 100 yds., through white pine butts 1 inch thick (boards 1 inch apart), is 64.7 inches; and at 500 yds., 24.3 inches. The initial velocity is 2,700 feet per second.

	Weight		Total Weight	
	lbs.	ozs.	lbs.	ozs.
Shelter Tent Roll. (Consisting of 1 blanket, 1 suit underwear, 1 pair stockings, 1 poncho, 1 hand towel, 1 cake soap, 1 comb, 1 hair brush, 1 tooth brush, 5 shelter tent pins, 1 shelter tent pole, 1 shelter tent half.. do.. (without pole)			13 12	2
Surplus kit (1 pr. drawers, 1 pr. marching shoes, 2 pr. stockings, 1 undershirt, 1 extra pair shoe laces, 1 sweater.....			6 6	4 14
Telescope case.. { Empty..... Full.....			about 30	

WEIGHTS, DIMENSIONS AND CAPACITIES OF TENTS.

(Specifications, Office Q. M. G., February, 1912)

Kind.	Weight (complete).	Dimensions.	Capacity.
Hospital, Regulation	236 lbs., 6 ozs. (tent 105; fly 36; tent poles 72; 18 large and 26 small pins, 23 lbs., 6 ozs.)	Length of ridge 14 ft., 3 in.; height when pitched 11 ft., width 14½ ft., height of wall 4½ ft.	Will accommodate 6 patients comfortably.
Hospital, Tropical..	317 lbs., 9 ozs., (1 tent 129; 1 fly 54; tent poles 97; 36 large and 26 small pins 37 lbs., 9 ozs.)	Length of ridge 14½ ft., height when pitched 12; width 15 ft., 7 in.; height of wall 4 ft., 7 in.	do
Pyramidal.....	171 lbs., 10 ozs. (1 tent 97 lbs., 10 ozs., pole and tripod 35; 28 large and 28 small pins, 32 lbs., 6 ozs., chains, plates, rings, straps, 6 lbs., 10 ozs.)	Height when pitched 11 ft., roof 16 ft. square at base and 18 in. square at top; wall 3 ft. high.	Will accommodate 10 infantrymen comfortably, but may be made to hold 20 foot or 17 mounted men. The authorized allowance for permanent or maneuver camps is 1 for each 8 foot or mounted men.
Wall, Regulation...	97 lbs. (1 tent 45; 1 fly 16; poles 22; 10 large and 17 small pins 14.)	Length of ridge 9 ft. 2 in.; height when pitched 8½ ft.; width 8 ft., 1½ in.; height of wall 3¾ ft.	Authorized allowance: 1 to captain, 1 to 2 subalterns. Will accommodate 4 men— preferably 3. The authorized allowance for permanent or maneuver camps is 1 for each 3 men.
Wall, tropical.....	126 lbs., 13 ozs. (1 tent 56; 1 fly 17; poles 30; 22 large and 18 small pins 23 lbs., 13 ozs.)	Length of ridge 9 ft., 2 in.; height when pitched 8½ ft.; width 8 ft., 11½ in.; height of wall 3¾ ft.	do
Common.....	52 lbs., 12 ozs. (1 tent 25; poles 18; pins 9¾ lbs.)	Length of ridge 6 ft., 11 in.; height when pitched 6 ft., 10 in.; width 8 ft., 4 in., height of wall 2 ft.	Will accommodate 3 men comfortably. No allowance for enlisted men prescribed by existing orders.
Shelter (dismounted troops) 2 halves.	6 lbs., 11 ozs. (10 pins 10 ozs.; 2 halves 6 lbs., 1 oz.)	Length of ridge 6 ft., 7 in.; length of base 6 ft., 6 in.	Affords cover for 2 men.
do (when used with pole)	7 lbs., 9½ ozs. (10 pins 10 ozs.; 1 pole 14½ ozs.; 2 halves 6 lbs., 1 oz.)		

WEIGHTS, DIMENSIONS AND CAPACITIES OF TENTS.

(Specifications, Office Q. M. G., February, 1912)

Kind	Weight (complete)	Dimensions	Capacity
Shelter (mounted troops) 2 halves.	6 lbs., 15 ozs. (10 pins, 10 ozs. 2 halves 6 lbs., 5 ozs.	Length of ridge 5 ft., 5 in., width 5 ft., 1 in.	Affords cover for 2 men.
do (when used with poles.....)	8 lbs., 12 ozs. (10 pins 10 ozs., 2 poles 1 lb., 13 ozs., 2 halves 6 lbs., 5 ozs.		

HEATING TENTS. Conical wall and wall tents are heated by means of the Sibley stove, issued by the Q. M. Dept. A tent can also be very comfortably heated by means of a small oil stove (sometimes, but not generally, obtainable from the Q. M. Dept.)

RATIONS.

(February, 1912)

Kind.	Components and Kind of Packages.	Net Wt.		Gross Wt.	
		Lbs.	Ozs.	Lbs.	Ozs.
Haversack Ration	Bacon (in boxes) or canned meat Hard Bread—in tins packed in boxes. Coffee, R. & G.—in tins packed in boxes. Sugar—in double sacks. Salt—in double sacks.	1	15.7	3	0
Travel Ration	Canned Meats—in tins packed in boxes. Hard Bread—in tins packed in boxes. or Soft Bread—in sacks. Beans—in double sacks. Tomatoes—in cans packed in boxes. Jam—in cans packed in boxes. Coffee, R. & G.—in tins packed in boxes. Sugar in double sacks. Milk—in cans packed in boxes.	2	15.42	4	2
Emergency			8.	0	12

In finding the weight of the Field Ration, bacon has been considered as the meat component.

In finding the gross weight, the gross weights of original packages, as purchased by the Purchasing Commissaries, have been taken.

CAPACITIES OF WAGONS

Six-Mule Army Wagon, on good roads, load should not exceed 4,000 pounds; (Length, 10 1-6 ft.; for average conditions, 3,500 pounds is considered a fair width, 3 1-2 ft.; depth, 1 3-4 ft.) load. Will hold 750 rations.

Four-Mule Escort Wagon (the standard wagon), on good roads, loads should not (Length, 9 1-2 ft.; exceed 3,000 pounds; for average conditions, 2,500 pounds. width, 3 1-3 ft.; depth, 1 3-4 ft.) Will hold 650 rations.

PACK ANIMALS

Under favorable conditions a pack animal can carry a load of about 250 pounds. However, when long or hard marches are to be made the load should not be much in excess of 200 pounds.

DIMENSIONS AND CAPACITIES OF STANDARD RAILROAD CARS

Day coach—3 men to 2 seats, 42 men to 45 men.

Pullman standard sleeper—14 or 16 sections.

Tourist sleeper—12, 14 or 16 sections, 3 men to a section.

Freight car (box)—length, 34 to 36 feet; capacity, 40,000 to 60,000 pounds.

Flat car—length, 34 to 36 feet; width, 8 feet 6 inches.

Gondola or coal car—length, 34 to 36 feet; width, 8 feet 5 inches.

Palace stock car—length, 36 to 40 feet; capacity, 16 to 20 head.

Improved stock car—length, 36 to 40 feet; capacity, 20 to 24 head.

Ordinary stock car—length, 30 to 34 feet; capacity, 16 to 20 head.

ALLOWANCE OF WATER

The daily allowance of water for a horse at rest is about six gallons; when at work, from eight to twelve gallons; for a man, one gallon for all purposes. One gallon of fresh water weighs 8 1-2 pounds, approximately 1 pint to 1 pound.

RATION OF FORAGE

Horse—14 lbs. hay and 12 lbs. oats, corn or barley.

Mule—14 lbs. hay and 9 lbs. oats, corn or barley.

To each animal 3 lbs. of bran may be issued in lieu of that quantity of grain.

POWER OF ATTORNEY

(General form.)

Know all men by these presents, that I, John A. Smith, of Fort Leavenworth, Kansas, do hereby make, constitute and appoint John Doe, of New Orleans, Louisiana, my true, sufficient and lawful attorney for me and in my name to (here state in plain terms the subject-matter of power), and to do and perform all necessary act in the execution and prosecution of the aforesaid business in as full and ample a manner as I might do if I were personally present.

In witness whereof, I have hereunto set my hand and seal, this 1st day of January, 1908.

Witnesses:

Robt. A. Harris.

Jas. B. Robinson.

JOHN A. SMITH (Seal).¹

FORM OF CONTRACT

Agreement entered into between the Robert Smith Publishing Co. of Washington, D. C., and John A. Smith of Fort Leavenworth, Kansas.

ARTICLE I. The Robert Smith Publishing Co., in consideration of the agreements hereinafter stated, agrees to (insert in full the subject matter of the agreement).

¹ A circle or a rectangle made with a pen, and with the word "Seal" written in it, is a "Seal."

ARTICLE II. The Robert Smith Publishing Co. further agrees to, etc.

ARTICLE III. John A. Smith, in consideration of the above agreements, agrees to (*insert in full the subject matter of the agreement*).

ARTICLE IV. It is mutually agreed that either party may put an end to this agreement by one month's notice thereof.

In witness whereof, the said parties have hereunto set their hands and seals, this 1st day of January, 1908.

Attest:

John Doe.
Henry Smith.

THE ROBERT SMITH PUBLISHING CO.,
Per Robert Smith, President.
JOHN A. SMITH.

FORMS OF A WILL

(a) I, John A. Smith, of Fort Leavenworth, State of Kansas, being of sound and disposing mind and memory, do make and publish this my last will and testament, that is to say:

First. I will and direct that all just debts that may exist against me at my decease shall be settled.

Second. I give and bequeath to my beloved wife, Mary Smith, the sum of five thousand dollars, same being in lieu of all her dowry rights in my personal estate; also all my household furniture.

Third. To my son, Andrew J. Smith, I give and bequeath the sum of one thousand dollars.

And lastly, all the rest, residue and remainder of my personal estate I give and bequeath to my esteemed friend, Captain Henry R. Jones, his heirs and assigns forever.

I hereby appoint Samuel Sherman, of New Orleans, La., the sole executor of this, my last will and testament

I hereby revoke all former wills by me made.

In witness whereof, I have hereunto set my hand and seal, at Fort Leavenworth, aforesaid, this first day of January, nineteen hundred and eight.

JOHN A. SMITH (Seal).

Signed and sealed by said John A. Smith, who at the same time published and declared the same as and for his last will and testament in the presence of us, who, in his presence, and in the presence of each other, and at his request, have hereunto subscribed our names as witnesses.

Robert A. Harris, of Fort Leavenworth, Kans.
Jas. B. Robinson, of Kansas City, Mo.
Arthur Coles, of Leavenworth, Kans.

(b) The following form, to be written in the testator's own handwriting, is the simplest there is:—

FORT LEAVENWORTH, KANS.,

December 25, 1908.

This is my last will and testament, revoking all previous wills made by me:

First—I give and bequeath to, etc.

Second—I hereby direct, etc.

Third—I hereby appoint my brother, John R. Smith, executor of this, my last will and testament.

HENRY J. SMITH.

DECLARATION OF INDEPENDENCE.

A Declaration by the Representatives of the United States of America
in Congress Assembled.

(July 4, 1776.)

When, in the course of human events, it becomes necessary for one people to dissolve the political bands which have connected them with another, and to assume among the powers of the earth, the separate and equal station to which the Laws of Nature and of Nature's God entitle them, a decent respect to the opinions of mankind requires that they should declare the causes which impel them to the separation.

We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable rights, that among these are Life, Liberty and the pursuit of Happiness. That to secure these rights, Governments are instituted among Men, deriving their just powers from the consent of the governed; that whenever any Form of Government becomes destructive of these ends, it is the Right of the People to alter or abolish it, and to institute a new Government, laying its foundation on such principles and organizing its powers in such form as to them shall seem most likely to effect their Safety and Happiness. Prudence, indeed, will dictate that Governments long established should not be changed for light and transient causes; and accordingly all experience hath shown, that mankind are more disposed to suffer, while evils are sufferable, than to right themselves by abolishing the forms to which they are accustomed. But when a long train of abuses and usurpations, pursuing invariably the same Object evinces a design to reduce them under absolute Despotism, it is their right, it is their duty, to throw off such Government, and to provide new Guards for their future security. Such has been the patient sufferance of these Colonies, and such is now the necessity which constrains them to alter their former Systems of Government. The history of the present King of Great Britain is a history of repeated injuries and usurpations, all having in direct object the establishment of an absolute Tyranny over these States. To prove this, let Facts be submitted to a candid world.

He has refused his Assent to Laws, the most wholesome and necessary for the public good.

He has forbidden his Governors to pass Laws of immediate and pressing importance, unless suspended in their operation till his Assent should be obtained; and when so suspended, he has utterly neglected to attend to them.

He has refused to pass other Laws for the accommodation of large districts of people, unless those people would relinquish the right of Representation in the Legislature, a right inestimable to them and formidable to tyrants only.

He has called together legislative bodies at places unusual, uncomfortable and distant from the Depository of their Public Records, for the sole purpose of fatiguing them into compliance with his measures.

He has dissolved Representative Houses repeatedly, for opposing with manly firmness his invasion on the rights of the people.

He has refused for a long time, after such dissolutions, to cause others to be elected; whereby the Legislative Powers, incapable of Annihilation, have returned to the People at large for their exercise; the State remaining in the meantime exposed to all the dangers of invasion from without, and convulsions within.

He has endeavored to prevent the Population of these States; for that purpose obstructing the Laws for Naturalization of Foreigners; refusing to pass others to encourage their migrations hither, and raising the conditions of new Appropriations of Lands.

He has obstructed the Administration of Justice, by refusing his Assent to Laws for establishing Judiciary Powers.

He has made Judges dependent on his will alone, for the tenure of their offices, and the amount and payment of their salaries.

He has created a multitude of New Offices, and sent hither swarms of Officers to harrass our People, and eat out their substance.

He has kept among us, in times of peace, Standing Armies without the Consent of our legislature.

He has affected to render the Military independent of and superior to the Civil Power.

He has combined with others to subject us to a jurisdiction foreign to our constitution, and unacknowledged by our laws; giving his Assent to their Acts of pretended Legislation:

For quartering large bodies of armed troops among us:

For protecting them, by a mock trial, from Punishment for any Murders which they should commit on the Inhabitants of these States:

For cutting off our Trade with all parts of the world:

For imposing Taxes on us without Consent:

For depriving us, in many cases, of the benefits of Trial by Jury:

For transporting us beyond the Seas to be tried for pretended offenses:

For abolishing the free System of English Laws in a neighboring Province, establishing therein an Arbitrary government, and enlarging its Boundaries so as to render it at once an example and fit instrument for introducing the same absolute rule into these Colonies:

For taking away our Charters, abolishing our most valuable Laws and altering fundamentally the Forms of our Governments:

For suspending our own Legislatures, and declaring themselves invested with Power to legislate for us in all cases whatsoever.

He has abdicated Government here, by declaring us out of his Protection and waging War against us.

He has plundered our seas, ravaged our Coasts, burnt our towns, and destroyed the lives of our People.

He is at this time transporting large Armies of Foreign Mercenaries to complete the works of death, desolation and tyranny, already begun with circumstances of Cruelty and perfidy scarcely paralleled in the most barbarous ages, and totally unworthy the Head of a civilized nation.

He has constrained our fellow-Citizens taken Captive on the high Seas to bear Arms against their Country, to become the executioners of their friends and Brethren, or to fall themselves by their hands.

He has excited domestic insurrections amongst us, and has endeavored to bring on the inhabitants of our frontiers, the merciless Indian Savages, whose known rule of warfare is an undistinguished destruction of all ages, sexes and conditions.

In every stage of these Oppressions We have Petitioned for Redress in the most humble terms: Our repeated Petitions have been answered only by repeated injury. A Prince, whose character is thus marked by every act which may define a Tyrant, is unfit to be the ruler of a free People.

Nor have We been wanting in attentions to our British brethren. We have warned them from time to time of attempts by their legislature to extend an unwarrantable jurisdiction over us. We

have reminded them of the circumstances of our emigration and settlement here. We have appealed to their native justice and magnanimity, and we have conjured them by the ties of our common kindred to disavow these usurpations, which would inevitably interrupt our connections and correspondence. They too have been deaf to the voice of justice and of consanguinity. We must, therefore, acquiesce in the necessity which denounces our Separation, and hold them, as we hold the rest of mankind, Enemies in War, in Peace Friends.

We, therefore, the **Representatives of the United States of America, in General Congress, Assembled**, appealing to the Supreme Judge of the World for the rectitude of our intentions, do, in the Name, and by the Authority of the good People of these Colonies, solemnly **publish and declare**, that these United Colonies are, and of Right ought to be **Free and Independent States**; that they are Absolved from all Allegiance to the British Crown, and that all political connection between them and the State of Great Britain, is and ought to be totally dissolved; and that as **Free and Independent States**, they have full Power to levy War, conclude Peace, contract Alliances, establish Commerce, and to do all other Acts and Things which **Independent States** may of right do. And for the support of this Declaration, with a firm reliance on the Protection of Divine Providence, We mutually pledge to each other our Lives, our Fortunes and our sacred Honor.

The foregoing declaration was, by order of Congress, engrossed and signed by the following members:

JOHN HANCOCK.

NEW HAMPSHIRE: Josiah Bartlett, Wm. Whipple, Matthew Thornton.

MASSACHUSETTS BAY: Saml. Adams, John Adams, Robt. Treat Paine, Elbridge Gerry.

RHODE ISLAND: Step. Hopkins, William Ellery.

CONNECTICUT: Roger Sherman, Sam'l Huntington, Wm. Williams, Oliver Wolcott.

NEW YORK: Wm. Floyd, Phil. Livingston, Frans Lewis, Lewis Morris.

NEW JERSEY: Richd. Stockton, Jno. Witherspoon, Fras. Hopkinson, John Hart, Abra. Clark.

PENNSYLVANIA: Robt. Morris, Benjamin Rush, Benja. Franklin, John Morton, Geo. Clymer, Jas. Smith, Geo. Taylor, James Wilson, Geo. Ross.

DELAWARE: Cesar Rodney, Geo. Read, Tho. M'Kean.

MARYLAND: Samuel Chase, Wm. Paca, Thos. Stone, Charles Carroll of Carrollton.

VIRGINIA: George Wythe, Richard Henry Lee, Th. Jefferson, Benj. Harrison, Thos. Nelson, Jr., Francis Lightfoot Lee, Carter Braxton.

NORTH CAROLINA: Wm. Hooper, Joseph Hawes, John Penn.

SOUTH CAROLINA: Edward Rutledge, Thos. Heyward, Junr., Thomas Lynch, Junr., Arthur Middleton.

GEORGIA: Button Gwinnett, Lyman Hall, Geo. Walton.

Resolved, That copies of the Declaration to be sent to the several assemblies, conventions and committees or councils of safety, and to the several commanding officers of the Continental Troops: That it be **PROCLAIMED** in each of the **UNITED STATES** and at the **HEAD** of the **ARMY**. (Journals of Congress, 1.396.)

PATENTS

The Right of Officers and Soldiers to Their Inventions. An officer or a soldier has as much right to his inventions as has any private citizen, these rights being limited only by the general rule of patent law as to relations of employer and employee—that is, where an employee is engaged, in time and at the expense of his employer, and using his employer's tools to develop any invention, the employer has a right to use this invention in his own works, but he has no right to authorize third parties to manufacture or use said inventions.

It is, therefore, evident that only in the rarest instances has the Government any right whatsoever to the patented inventions of any of its officers or soldiers, and even then such rights are of a limited nature only.

How to Apply for Patent. If you have made an invention that you wish to have patented, the first questions which will naturally arise are:

1 Is the invention patentable?

2 Is it worth the expense of demonstrating its utility and obtaining a patent; for an invention may be new and patentable and at the same time worthless from a financial standpoint.

Having determined that your invention is worth the expense of testing its efficiency and procuring a patent, it is often advisable, before going to much expense in demonstrating its utility, to ascertain whether it is patentable; for if not, the time, money and labor expended in reducing it to practice will be lost.

Preliminary Examination. Generally the inventor has not the experience and knowledge of Patent Law necessary to determine whether an invention is patentable, nor has he the facilities for making the examination upon which a sound opinion must be based. He must, therefore, employ an agent or attorney to examine and report as to whether a patent can probably be secured for his invention. Victor J. Evans & Co., Victor Building, Washington, D. C., are a reliable firm, which is recommended. They issue carefully compiled literature that contains much valuable information regarding Patents, Trade Marks, and Copyrights. A pamphlet, "Rules of Practice in the U. S. Patent Office," can be obtained upon application to the Commissioner of Patents, Washington, D. C. A sketch or model of the invention, accompanied by a description of its mode of operation, must, of course, be furnished the agent or attorney.

A fee of about \$5 is generally charged for this preliminary search. If, after the preliminary examination, it is thought the invention is patentable the application for the patent is then made. If the invention is patentable Victor J. Evans & Co., do not charge anything for the preliminary search.

The Cost, in ordinary cases, is:

First Government fee	\$15.00
Draughtsman's fee (one sheet of drawing, about 10x15 inches).....	5.00
Attorney's fee, about	35.00
Final Government fee, payable at any time within six months after the patent has been allowed.....	20.00
Total about	\$75.00

This, of course, includes the preliminary examination.

In complicated cases requiring several drawings and considerable study on the part of the attorney, the cost is greater.

Should the application be finally rejected by the Patent Office or should the inventor decide to abandon it, the final Government fee of \$20 need not be paid.

COPYRIGHTS.

As an essential prerequisite to obtaining copyright protection, the law requires that before the application can be filed the book or other article must be published under the copyright notice, which is "Copyright, 19.., by,," and that within a reasonable time after such publication two copies thereof as published must be delivered at the office of the Librarian of Congress, Washington, D. C. An application for copyright protection must be made simultaneously with or preceding the forwarding of the copies, the application not being complete until the copies are received.

The Government fee for copyright is one dollar.

An attorney is not absolutely essential, but the employment of one is advised to avoid delay and assure compliance with the law's technicalities. The attorney's fee is nominal, usually \$5.00.

DOMESTIC WEIGHTS AND MEASURES.

Apothecaries' Weight: 20 grains = 1 scruple; 3 scruples = 1 dram; 8 drams = 1 ounce; 12 ounces = 1 pound.

Avoirdupois Weight (short ton): 27 11-32 grains = 1 dram; 16 drams = 1 ounce; 16 ounces = 1 pound; 25 pounds = quarter; 4 quarters = 1 cwt.; 20 cwt. = 1 ton

Avoirdupois Weight (long ton): 27 11-32 grains = 1 dram; 16 drams = 1 ounce; 16 ounces = 1 pound; 112 pounds = 1 cwt.; 20 cwt. = 1 ton.

Troy Weight: 24 grains = 1 pennyweight; 20 pennyweights = 1 ounce; 12 ounces = 1 pound.

Circular Measure: 60 seconds = 1 minute; 60 minutes = 1 degree; 30 degrees = 1 sign; 12 signs = 1 circle or circumference.

Cubic Measure: 1728 cubic inches = 1 cubic foot; 27 cubic feet = 1 cubic yard; 128 cubic feet = 1 cord. A pile 8 feet long, 4 feet high, 4 feet wide = 1 cord.

Square measure: 144 square inches = 1 square foot; 9 square feet = 1 square yard; 30 1-4 square yards = 1 square rod, pole or perch; 40 square rods = 1 rood; 36 square miles (6 miles square) = 1 township.

1 acre = 160 sq. rods.

1 acre = 4840 sq. yards.

1 acre = 43560 sq. feet.

640 acres = 1 sq. mile.

A plot of ground 209 feet square—also a plot 70 yards square, contains a little more than an acre.

A ten-acre lot is equal to a space about 200 x 250 yards.

Dry Measure: 2 pints = 1 quart; 8 quarts = 1 peck; 4 pecks = 1 bushel; The bushel (Winchester) contains nearly 2150.42 cubic inches, and is a cylinder measure 18 1-2 inches across and 8 inches deep.

Liquid Measure: 4 gills = 1 pint; 2 pints = 1 quart; 4 quarts = 1 gallon; 31 1-2 gallons = 1 barrel.

A standard U. S. Gallon = 231 cubic inches, and contains 8.33 pounds of pure water at 62 degrees F.

A cubic foot of pure water at 62 degrees F. = 62.32 pounds.

A liquid quart is about .67 of a quart of dry measure.

Long Measure: 12 inches = 1 foot; 3 feet = 1 yard; 5 1-2 yards = 1 rod or pole; 40 rods = 1 furlong; 8 furlongs = 1 statute mile; 3 miles = 1 league.

Land Measure: 7.92 inches = 1 link; 100 links = 1 pole; 4 poles = 1 chain; 80 chains = 1 mile = 8 furlongs.

Mariner's or Nautical Measure: 6 feet = 1 fathom; 120 fathoms = 1 cable length; 7 1-2 cable lengths = 1 mile; 5280 feet = 1 statute mile; 6088 feet = 1 nautical mile or knot; 1 knot equals 1.11 statute miles.

Paper Measure: 24 sheets = 1 quire; 20 quires = 1 ream (480 sheets); 2 reams = 1 bundle; 5 bundles = 1 bale.

Note: A book in which each sheet is folded into 2 leaves is a folio; into 4 leaves, a quarto, or 4-to; 8, an octavo, or 8-vo; 12, a duodecimo, or 12-mo; 16, a 16-mo; 24, a 24-mo; 32, a 32-mo.

NUMBER OF POUNDS IN A BARREL.

Flour, 196. Beef, pork or fish, 200; Salt, 280.

CYLINDERS FOR LIQUID MEASURES.

Diam.	Height
1 pint.....3½	3
1 quart3½	6
1 gallon.....7	6

NUMBER OF POUNDS IN A BUSHEL.

Wheat	60 pounds	White beans	60 pounds
Corn in the ear	70 "	White Potatoes	60 "
Corn shelled	56 "	Sweet Potatoes	55 "
Rye	56 "	Onions	57 "
Buckwheat	48 "	Turnips	55 "
Barley	48 "	Corn Meal	48 "
Oats	32 "	Bran	20 "
Peas	60 "		

Salt. Weight per bushel as adopted by different States ranges from 50 to 80 pounds. Coarse salt in Pennsylvania is reckoned at 80 pounds, and in Illinois at 50 pounds per bushel. Fine salt in Pennsylvania is reckoned at 62 pounds, in Kentucky and Illinois at 55 pounds per bushel.

WEIGHTS AND MEASURES OF THE PHILIPPINES.

1 pulgada (12 lineas)927 inch.
1 pie	11.125 "
1 vara	33.375 inch
1 ganta8796 gallon
1 caban	21.991 "
1 libra (16 onzas)	1.0144 lb. av.
1 arroba	25.36 " "
1 catty (16 tael)	1.394 " "
1 pecul (100 catty)	139.48 " "

METRIC SYSTEM.

Measure of length, 1 metre = 39.37 inches = 1.09 yards = .00062 mile.
Measure of surface, 1 are = 100 sq. metres = 119.6 square yards.

Measure of capacity, 1 litre = .908 quart (dry measure), = 1.056 quart (liquid or wine measure).

Measure of Weight, 1 gram = 15.432 grains, = .03527 ounces, = .0022 lbs.

Note: Myria means 10,000; kilo, 1,000; hecto, 100; deka, 10; deci, 1-10; centi, 1-100; milli, 1-1000.

CAPACITY OF BOXES.

A cubic yard contains 21.69 bushels.

1 barrell = 24 x 16 x 28 inches.

1 bushel = 16 x 16.8 x 8 inches.

1 peck = 8 x 8.4 x 8 inches.

1 gallon = 8 x 8 x 4.2 (dry). 6 x 6 x 6.42 (liquid).

1 quart = 4 x 4 x 4.1 (dry). 4 x 4 x 3.61 (liquid).

TO DETERMINE THE QUANTITY OF GRAIN OR HAY.

Corn. 2 cubic feet sound, dry corn in ear will make 1 bushel shelled corn.

To determine the number of bushels of shelled corn in crib of corn in the ear, multiply together the interior length, breadth and height of the crib in feet and divide by 2.

Oats. A nose bag of good oats weighs about 25 3-4 lbs. To determine approximately the number of bushels of oats in a bin, multiply together the interior length, breadth and height in feet, and multiply the result by .8047.

To determine the number of bushels a wagon will hold, apply the same rule.

Hay, loose, allow 5 lbs. to a cubic foot.

In stock, allow 8 lbs. to a cubic foot.

Baled, allow 11 lbs. to a cubic foot.

Wagon load of stock hay, allow 450 to 500 cubic feet to a ton.

Wagon load of new-mown hay, allow 700 cubic feet to a ton.

Straw, allow 10 to 12 lbs. to a cubic foot.

A

MISCELLANEOUS VALUES.

4 inches make one hand, used in measuring horses.

9 inches make one span, used in sacred history.

18 inches make one cubit, used in sacred history.

6 feet make one fathom, used in measuring depths.

1 acre = 160 sq. rods;

1 acre = 4840 sq. yds;

1 acre = 43560 sq. ft.

640 acres = 1 sq. mile.

A plot of ground 209 feet square—also a plot 70 yds. square—contains a little more than one acre.

In case of limited space, a regiment of Infantry can be camped in a ten acre lot—that is, in a space about 200 x 250 yds.

JAPANESE WEIGHTS AND MEASURES.

Bu	1 inch	Koku	4.96 bushels
Ken	6 ft.	Sho	1.6 quarts
Shaku	11.93 ins.	To2 pecks
Sun	1.793 ins.	Se0245 acre
Catty or Kin	1.31 lbs.	Tan25 acre
Kwan	8.28 lbs.	Tsubo6 sq ft.

APPROXIMATE VALUE OF FOREIGN COINS IN AMERICAN MONEY.

Bolivar (Venezuela)	19 cts.	Penny (England)	2 cts.
Colon (Costa Rica)	46 cts.	Peseta (Spain)	19 cts.
Crown (Austrian)	20 cts.	Piaster (Turkey)04 cts
Crown (British)	\$1.20	Pound—100 piasters—(Egypt).....	\$4.94
Crown (Denmark, Sweden.		Pound (England)	\$4.86
Norway)	27 cts.	Ruble (Russia)	51 cts
Drachma (Greece)	19 cts.	Rupee (India)	32 cts.
Florin (Netherlands)	40 cts.	Shilling (England)	24 cts.
Franc (France, Belgium, Switzerland		Sol (Peru)	49 cts.
.....	19 cts.	Sucre (Ecuador)	49 cts.
Gourde (Haiti)	96 cts.	Tael (China) Varies in value from	
Lira (Italy)	19 cts.	about 55 cts. to about 75 cts.,	
Louis (France)	\$2.00	depending upon the Province	
Mark (Finland)	19 cts.	and upon the market value of	
Mark (Germany)	24 cts.	silver.	
Milreis (Brazil)	55 cts.	Yen (Japan)	50 cts.
Milreis (Portugal)	\$1.08		

COMMITTEES OF ARRANGEMENT FOR LARGE RECEPTION OR DANCE.

The chairman of each committee will apportion the various duties among the members of his committee as he deems best.

INVITATION COMMITTEE.

1.	Chairman.
2.	
3.	Secretary.

DUTIES.

To obtain, prepare and mail invitations to guests asked for by contributors; keep alphabetical lists of same; receive and note acceptances and declinations and inform other committees on application of number of guests expected; certify bills to Secretary, Finance Committee, for payment.

FINANCE COMMITTEE

1.	Chairman.
2.	
3.	Secretary.

DUTIES.

To confer with invitation committee as to number of guests; prorate expense between contributors proportional to pay of the individuals; collect assessments and pay bills certified by all committees, and render accounts of expenses to Chairman of Invitation Committee for information of contributors.

COMMITTEE ON DECORATIONS.

1.	Chairman.
2.	
3.	

DUTIES.

To be responsible for interior lights and heating; to procure proper articles for interior and exterior decorations suitable to the occasion and arrange same in

place with artistic effect, and after close of entertainment return to respective owners any borrowed articles.

Confer with Secretary, Finance Committee, before contracting any indebtedness and certify bills to him for payment.

RECEPTION COMMITTEE.

1.
2.
3.

DUTIES.

To make presentations on evening of reception; to provide proper exterior lighting; confer with Invitation Committee as to number of guests expected; to provide transportation for guests; provide attendants in dressing rooms and arrange for checking wraps, etc., receive guests and guide them to dressing rooms and assembly room; show general attention to all; reduce as far as possible congestion, and in a general way promote sociability.

COMMITTEE ON MUSIC, DANCING PROGRAM AND FLOOR MANAGEMENT.

1.
2.
3.

DUTIES.¹

Secure music for occasion; prepare program; print dancing programs and cause distribution of same to guests; have dancing floor properly waxed and see that it is *thoroughly cleaned*; look after the ventilation and the temperature of the hall; avoid delays and, *as far as possible, take advantage of every opportunity to provide guests with partners by introducing strangers, and assist in promoting sociability.* Certify to the Secretary of Finance Committee bills for expense of payment.

¹ Whenever a reception and dance are given in honor of an incoming organization the floor managers should make it their special business, during the reception particularly, to see that those attending meet the newcomers. Officers attending the dance should make it a special point to dance with and otherwise pay attention to the ladies of the incoming organization. The author has attended such receptions and dances where these details were neglected and as a result the affairs were "cold frosts."

In a way, this is the most important of all the committees—it requires more *savoir-faire*, more unselfishness than any other committee. Its members can not, of course, fill their programs and still be able to perform their duties properly. They should not, as a rule, fill more than half of their program. A good plan is for one-half of the committee to engage only the even-numbered dances and the other half, the odd-numbered ones, the time when free to be devoted to looking after girls without partners, introducing people and otherwise promoting sociability.

The music selected is an important factor in determining the success of a dance. Popular, catchy airs that inspire good cheer, life and action, should be selected. Good suggestions in this connection can always be gotten by consulting ladies and officers who are known to have good taste about such matters. It is thought the best results are obtained by having short dances (about four minutes each), with intermissions of about the same length of time, encores of about two minutes being freely given.

COMMITTEE ON REFRESHMENTS.

1.
2.
3.

DUTIES.

Confer with Invitation Committee as to number of guests; provide refreshments and all servants and equipment necessary to serve guests, and arrange for guiding guests to refreshment rooms and stands; certify bills to Secretary, Finance Committee, for payment.

(NOTE. Whenever punch and lemonade are served, arrangements should also be made to serve plain water, as there are quite a number of people who drink only plain water at dances.

RECEIVING LINE IN ORDER.

1.
2.
3.
- Etc.

Members of receiving line are requested to be in position promptly at reception hour, 9 o'clock p. m.

One copy of this list has been furnished to every one concerned.

RECIPES FOR PUNCHES.

(Note: Only the very best ingredients should be used.)

1. Champagne Punch.

(a) To 1 quart-brick lemon water ice, add 3 quarts American champagne and 1 quart Apollinaris.

(b) Juice of 24 lemons; 2 jiggers creme de vanilla;
 10 tablespoons of sugar; 2 jiggers benedictine;
 2 jiggers curacao; 4 bottles champagne;
 2 jiggers maraschino; 3 bottles Tansan or other mineral water;
 2 jiggers syrup; ½ bottle rum.

Let cinnamon steep in rum. If wanted strong, substitute ½ bottle XXX brandy instead of rum.

(c) Considered by connoisseurs as "The Elixir of Life," (For forty people, more or less.)

3 lbs. loaf sugar (or rock candy);
 4 large cups strong black tea, made, strained, d, cold;
 1 gallon brandy; 2 quarts rum;
 6 oranges, juice only; 6 lemons, juice only.
 4 quarts water; ½ pint chartreuse;
 ½ pint benedictine; ½ pint curacao.

All the above mixed several days in advance. (It may be bottled and kept indefinitely.) When the time comes, add:

1 large cube ice; 1 bottle maraschino cherries;
 2 cans sliced pineapple; 6 sliced lemons, removing seeds;
 4 quart bottles champagne.

2. Rum Punch.

2 quarts New England rum; Juice of 4 oranges;
 1 quart rye whiskey. Juice of 4 lemons.
 1 quart plain water. 3 tablespoonsful sugar.

Serve cold.

3. Whiskey Punch.

- (a) 2 quarts rye whiskey; Juice of 6 lemons;
 1 quart sherry wine; Sugar to taste;
 1 quart Apollinaris; Serve with lump of ice.
- (b) To five gallons good whiskey add three pounds of sugar, dissolved in ten gallons water; add two quarts port wine; three quarts rum and five dozen lemons. Oranges or other fruit to suit taste. To be thoroughly mixed. If ice is to remain in punch long enough to dissolve, amount of water should be reduced correspondingly.

4. Sauterne Punch.

- 2 quarts white wine. $\frac{1}{2}$ pint lemon juice;
 2 quarts Apollinaris; Sugar to taste.

5. Claret Punch.

- 2 quarts claret; 2 quarts Apollinaris;
 $\frac{1}{2}$ pint lemon juice; Sugar to taste.

6. Claret Cup. (For twelve persons.)

- 3 bottles claret; 4 tablespoons granulated sugar;
 1 tumbler rye whiskey; Juice of 4 lemons and 2 oranges, and
 slice 2 or 3 oranges in the bowl.

TO POLISH FLOORS.

- (a) Scrub with lye and water, using a hard brush; at the same time using sapolio, which is applied directly by rubbing the cake on the floor;
- (b) After the floor has dried thoroughly, put on a coat of shellac (light orange);
- (c) After the shellac has dried, put on a coat of liquid granite ("A");
- (d) After the granite has dried thoroughly (takes about 36 hours), wax the floor with Johnson's wax.

GOVERNMENT WHITEWASH.

Slack one-half bushel of lime with boiling water, keeping it covered during the process. Strain it and add a peck of salt dissolved in warm water, three pounds ground rice put in boiling water and boiled to a thin paste, one-half pound of powdered Spanish whiting and a pound of clear glue dissolved in warm water. Mix these together and let the mixture stand for several days. Keep the wash thus prepared in a kettle or portable furnace, and when used put it on as hot as possible.

PEST EXTERMINATORS

The Waltham Chemical Co. of Waltham, Mass., make exterminators of rats, mice, moths, bed bugs, roaches, fleas, ants, lice, etc. Their exterminator powders are well spoken of. They cost \$6.75 per dozen cans. In ordering it is necessary to state for which insect the powder is to be used.

CLEANING SLATES AND URINALS.

Mineral oil is not necessary in cleaning slates and urinals. Frequent washing with soap and water is all that is necessary to keep the porcelain, glazed earthenware and marble in a sanitary condition.

Urinal stalls are the most offensive fixtures in a toilet room, on account of the slate slabs becoming saturated with urinary salts, and both the slabs and urinals should be thoroughly washed when offensive with a weak solution of muriatic acid and water; 1 part of acid to 15 parts of water, applied with a mop and then rinsed off with water. The muriatic acid can be gotten from the hospital and is not injurious to the hands.

HOW TO TAKE CARE OF UNIFORMS; SUGGESTIONS REGARDING VARIOUS ARTICLES OF EQUIPMENT

1. Coats, Blouses and Trousers:

(a) When not in use should be kept on hangers.

The best coat hanger on the market to-day is "The Tourist," (price 35 cts.)

The best trouser hanger (will hold six pair of trousers) is "The Portable Military Trouser Hanger," price \$1.00. Both for sale by The Warnock Uniform Co., 19 West 31st St., New York.

(b) Large paper bags, "Wayne Cedar Wardrobes," are excellent for preserving coats, blouses and trousers. They are practically airtight, thus protecting the cloth from both dust and moths and the gold lace and braid from tarnishing. Sold by The E. A. Armstrong Mfg. Co., 315 Wabash Ave., Chicago, Ill., Price, uniform size, 75 cts; overcoat size, \$1.

NOTES.

1. In cutting blouses a mistake that tailors often make, especially in case of men with wide hips, is not to allow enough material for the circumference of the skirt, with the result that the lower ends of the garment in front only partially overlap, giving a *flaring effect*, which looks very bad. When ordering a blouse be sure to caution the tailor about this and if your instructions are not heeded, do not accept the blouse.

2. In ordering blue trousers, always order one or two extra pair of stripes to replace soiled stripes—they cost about \$1 a pair. There is nothing that looks worse than soiled trouser stripes.

3. The best and most attractive button for the white vest worn with the special full dress, are those sold by Henry V. Allen & Co., 734 Broadway, New York. They are extra fine quality gold plate with coat of arms separate and applied on, and cost \$2 per dozen. The same button, but coat size, sells at \$3 per dozen.

2. **Gold Lace and Braid, Shoulder Straps and Knots** to retain their luster must be protected from the air. There is nothing more destructive to gold lace, shoulder straps, belts, etc., than the fumes of sulphur and gas, and especially is this so at posts where soft coal is burned. Aiguillettes, shoulder knots and dress belt should be wrapped in the black tarnish proof paper used by military tailors to protect gold lace from the action of the air, and then placed in the air-tight boxes in which these articles come from the dealers. The lace and braid on coats and the shoulder straps on blouses not in use for several days or more, should be carefully wrapped with the paper just described, which is pinned in such a way as to protect the lace and the shoulder straps from the air as much as possible. In fact, when practicable articles of the uniform

containing gold lace or braid should always be packed in a trunk or box as nearly air-tight as possible. The full-dress cap should be wrapped in the same kind of paper and kept in a specially made tin box that is as nearly air-tight as possible.

The M. C. Lilley & Co., Columbus, Ohio, make an excellent tin cap box that sells at \$1.10.

Black tarnish proof paper can be obtained from The Warnock Uniform Co., 19 West 31st St., New York, at 50 cts. a quire.

Water or moisture will not injure gold lace and braid, provided it is thoroughly dried without delay. But under no circumstances should such articles be stored away in a moistened condition.

3. Collar Insignia. While, as a rule, the collar insignia furnished by our military dealers are satisfactory, the handsomest (although perhaps a little more expensive) insignia are made by Bailey, Banks & Biddle, Philadelphia, Pa., who will gladly send you a catalogue upon request.

The Warnock Uniform Co., makes letters and crossed rifles with an ingenious hook attachment. These look especially well on white uniforms.

4. Auxiliaries of the Uniform. In buying collar insignia, shoulder straps, gold-lace saber knots, gloves and other auxiliaries that so to speak, really put "the finishing touches" on the uniform, get the best. It is a mistake to attempt to economize on such articles. At the very best the amount you would save would be small and does not warrant the purchase of mediocre articles when the best last so much longer and look so much better—more dressy, more chaste. At first the two classes of goods may look about the same, but after brief use the difference is very marked.

5. Shoes when not in use should be treed. The best shoe tree is the "R. P. K." aluminum tree, sold by J. and J. Slater, 1121 Broadway, New York, Price \$1.

The Stetson Shoe Co. (Factory, South Weymouth, Mass.; offices, 7 Cortlandt St., New York), make a marching shoe that is constructed on scientific lines. It is the shoe used by the West Point Cadets. A descriptive pamphlet will be sent upon application.

6. White Gloves. Lisle gloves are washed in the regular way, but the white chamois gloves recommended on page 304E should be washed as there explained.

There is no better white lisle glove than that sold by the Cadet Store, West Point, N. Y. Price 58 cts. a pair.

7. **White Collars and Cuffs.** Use a plain soft bosom shirt, with detachable cuffs. Of course, with the special full dress the regular evening dress shirt must be worn.



The Warnock Military Collar is by far the most satisfactory white collar there is. It is about $1\frac{1}{4}$ inches high and is fastened to the collar of the coat by means of four small buttons, which should be inserted when the blouse is made, although it may be done later. For sale by The Warnock Uniform Co., 19 West 31st., New York. Price: Buttons 75c a set (4); Collars, \$2.50 per dozen.

The "Washburne" cuff holder is the best the author has ever seen—the name is stamped on the fastener. Price 10 cts. For sale by The Warnock Uniform Co., 19 West 31st St., New York.

8. Always keep on hand a good, first-class whisk broom and a bottle of Carbona or carbon tetrachloride (obtainable from any first class drug store) for removing stains.

9. If the man who works for you does not know how to press and clean clothes, have him learn. If he can not, or does not wish to learn, then arrange with the company tailor or some one else to clean and press your clothes for so much a month. It is generally possible to get clothes cleaned and pressed very reasonably in an Army post.

Notes.

(a) Gold braid on the sleeves of coats must be dried soon after the pressing; otherwise the moisture from the damp ironing cloth will tarnish the braid.

(b) In ironing clothes the utmost care must be taken that the iron is not too hot. If the iron be too hot, the cloth will have a worn, shiny appearance that can not be removed.

(c) The person who presses your clothes should be especially cautioned about these matters.

GENERAL SUGGESTIONS

Be careful not to have rubber goods in the same closet with gold lace, gold braid, shoulder knots and shoulder straps, and nor should any of these articles ever be stored with camphor—rubber goods and camphor will tarnish them. However, moth-balls will not tarnish them. It may be said in this connection that some tailors consider good gum camphor superior to moth balls—furthermore, the smell left in the clothes by the gum camphor is not disagreeable, but on the contrary it is quite pleasant.

Lockers and other receptacles in which uniforms are stored must be free from dust—they should be wiped off occasionally with a cloth wrung out of soap suds.

Uniforms not in use should be brushed, aired and sunned once a month.

A part of every officer's wardrobe should consist of an A-1 whisk broom and a first-class clothes brush with good, stiff bristles.

Uniforms should be dried thoroughly, brushed and properly folded before being stored away—the number of folds should be reduced to a minimum.

Wetting gold lace or braid or moistening same in pressing the sleeves of the coat, does not injure it, provided it is thoroughly dried without delay. Under no circumstances should gold lace or braid be put away in a moistened condition; for, if it is, it will invariably tarnish.

Before uniforms are put away they should always be carefully examined and any missing buttons, tears or stains should be attended to at once.

Occasional pressing helps to preserve and freshen garments—it puts new life into the cloth.

It is considered quite "swell" to crease the trousers only in front.

Tailors usually remove stains with a rubber made by rolling tightly a piece of woolen cloth of some kind, about 2 inches wide, until the roll is about an inch in diameter.

Rings in removing stains may be avoided by rubbing until very nearly dry.

Ordinarily benzine is a good stain remover in case of grease spots but its use is more or less dangerous. It should be used in an opened room or out of doors and never near a fire or lights.

"Carbona," which can be purchased in almost any drug store, is excellent for removing stains and it is perfectly safe.

Carbon tetrachloride (Merck's) is much cheaper than "Carbona," and about equally as good. It retails at 45 cts. a pint. In bulk it can be bought from almost any large drug store for about \$2.40 a gallon and in quantities of 5 gallons or more, about \$2 a gallon.

Rust or ink stains can be removed with a solution of oxalic acid. Apply rapidly and rinse at once with plenty of fresh water; this is most important—otherwise it will probably discolor the material.

Sweat stains can not be removed. However, the color can be partially restored and the material cleaned with a solution of ammonia and water—1-3 liquid ammonia, 2-3 water.

The shine that is sometimes left from pressing is caused by leaving the iron on too long or using an iron that is too hot.

This shine, if the cloth is not scorched, may be removed by "sponging," i. e., by placing a piece of damp muslin cloth on the material and then applying the iron only long enough to steam the surface of the garment.

Grease and oil stains on white trouser stripes can be removed with benzine, naphtha or gasoline, applied with a stiff nail brush. Stains of rust and ink can be removed by means of oxalic acid (2 ounces of oxalic acid to 1 pint of water—dissolves quickest in warm water—applied with cloth or brush—then rinsed thoroughly with plain water and sponge). After the stripes have dried, apply English pipe-clay, rubbing with the cake itself; then rub in uniformly with woolen cloth rubber—rub vigorously—then brush off surplus pipe-clay.

The Care and Preservation of Shoes.

Shoes should at all-times be kept polished, by being so kept they are made more pliable and wear longer.

Shoes must withstand harder service than any other article worn, and more shoes are ruined through neglect than by wear in actual service.

Proper care should be taken in selecting shoes to secure a proper fit, and by giving shoes occasional attention much discomfort and complaint will be avoided.

Selection. A shoe should always have ample length, as the foot will always work forward fully a half size in the shoe when walking, and sufficient allowance for this should be made. More feet are crippled and distorted by shoes that are too short than for any other reason. A shoe should fit snug yet be comfortable over ball and instep, and when first worn should not lace close together over instep. Leather always stretches and loosens at instep and can be taken up by lacing. The foot should always be held firmly but not too tightly in proper position. If shoes are too loose, they allow the foot to slip around, causing the foot to chafe; corns, bunions, and enlarged joints are the result.

Repairs. At the first sign of a break shoes should be repaired, if possible. Always keep the heels in good condition. If the heel is allowed to run down at side, it is bad for the shoe and worse for the foot; it also weakens the ankle and subjects the shoe to an uneven strain, which makes it more liable to give out. Shoes if kept in repair will give double the service and comfort.

Shoe Dressing. The leather must not be permitted to become hard and stiff. If it is impossible to procure a good shoe dressing,

neat's-foot oil or tallow are the best substitutes; either will soften the leather and preserve its pliability. Leather requires oil to preserve its pliability, and if not supplied will become brittle, crack, and break easily under strain. Inferior dressings are always harmful, and no dressing should be used which contains acid or varnish. Acid burns leather as it would the skin, and polish containing varnish forms a false skin which soon peels off, spoiling the appearance of the shoe and causing the leather to crack. Paste polish containing turpentine should also be avoided.

Perspiration. Shoes becoming damp from perspiration should be dried naturally by evaporation. It is dangerous to dry leather by artificial heat. Perspiration contains acid which is harmful to leather, and shoes should be dried out as frequently as possible.

Wet Shoes. Wet or damp shoes should be dried with great care. When leather is subjected to heat, a chemical change takes place, although no change in appearance may be noted at the time. Leather when burnt becomes dry and parched and will soon crack through like pasteboard when strained. This applies to leather both in soles and uppers. When dried, the leather should always be treated with dressing to restore its pliability. Many shoes are burned while on the feet without knowledge of the wearer by being placed while wet on the rail of a stove or near a steam pipe. Care should be taken while shoes are being worn never to place the foot where there is danger of their being burned.

Keep Shoes Clean. An occasional application of soap and water will remove the accumulations of old dressing and allow fresh dressing to accomplish its purpose.

Directions For Polishing. Russet calf leather should be treated with great care. Neither acid, lemon juice, nor banana peel should be used for cleaning purposes. Only the best liquid dressing should be used and shoes should not be rubbed while wet.

Black calf shoes should be cleaned frequently and no accumulation of old blacking allowed to remain. An occasional application of neat's-foot oil is beneficial to this leather, and the best calf blacking only should be used to obtain polish.

Liquid Dressing. Care should be taken in using liquid dressing. Apply only a light even coat and *allow this to dry into the leather before rubbing* with a cloth. When sufficiently dry to rub, a fine powdery

substance remains on the surface. This, when rubbed with a soft cloth, produces a high polish that lasts a long time and which is quickly renewed by an occasional rubbing. Too much dressing is useless and injurious. (*Quartermaster General's Office, June 16, 1889*).

Remember

1. A uniform that has been worn some, even if of only mediocre material, if pressed and clean, looks much better than a new, expensive uniform that is soiled and mussy.

2. By taking proper care of your uniforms and other articles of equipment not only will they always appear neat, clean and dressy, but they will also last much longer—in other words, it is economy to take proper care of them.

PAY.

(The Pay Bill is published in G. O. 80, '08).

OFFICERS.

	Yearly	Monthly.	Daily.
Lieutenant General	\$11,000	\$916.67	\$30.56
Major General	8,000	666.67	22.22
Brigadier General	6,000	500.00	16.67
Colonel	4,000	333.33	11.11
Lieutenant Colonel	3,500	291.67	9.72
Major	3,000	250.00	8.53
Captain	2,400	200.00	6.67
First Lieutenant	2,000	166.67	5.56
Second Lieutenant	1,700	141.67	4.72

1. An officer's pay is increased 10 per cent for every five years' service, until the total increase reaches 40 per cent, after which the increase ceases. However, by law, the maximum pay of a major is \$4,000; a lieutenant colonel, \$4,500 and a colonel \$5,000.

2. Officers serving outside the United States, except in Porto Rico and the Hawaiian Islands, receive an increase of 10 per cent on their pay proper.

3. Retired officers receive three-fourths' pay of their grade at date of retirement.

4. In case an officer below the grade of major, who is required to be mounted, provides himself with suitable mounts at his own expense, he receives in addition to his pay \$150 per annum for one mount, and \$200 for two.

5. The lieutenant general may select two aides and a military secretary, who shall have the rank, pay and allowances of a lieutenant colonel while so serving.

6. An aid to a major general is allowed \$200 per year in addition to the pay of his rank, not to be included in computing the service increase.

7. An aid to a brigadier general is allowed \$150 a year in addition to the pay of his rank, not to be included in computing the service increase.

8. An acting commissary of subsistence is allowed \$100 a year in addition to the pay of his rank, not to be included in computing the service increase.

ENLISTED MEN.

	Per Month.
1. Private—Inftry., Cavy., Arty., Signal Corps (2nd Class, Musician, Trumpeter	\$15
2. Private, Hospital Corps	16
3. 1st-Class Private—Engineers, Ordnance, Signal Corps, Hospital Corps	18
4. Corporal—Inftry., Cavy., Arty., Wagoner, Artificer, Farrier, Blacksmith, Saddler, Mechanic (Field Arty.)	21
5. Corporal—Engineers, Ordnance, Signal Corps, Hospital Corps; Chief Mechanic (Coast Arty.); Private (Band)	24
6. Sergeant—Inftry., Cavy., Arty., Hospital Corps; Stable Sergt.; Co. Q. M. Sergt., Inftry., Cavy., Arty., Cook; Corporal (Band), Fireman	30
7. 2nd-Class Electrician Sergt.; Sergt., Engineers, Ordnance, Signal Corps, Band; Co. Q. M. Sergt., Engineers; Color Sergt.; Drum Major	36
8. Junior Sergt.—Major; Squadron and Battalion Sergt.-Major; Battalion Q. M. Sergt., Field Arty.; Master Gunner; Chief Trumpeter; Principal Musician	40
9. Senior Sergt.—Major; 1st Class Electrician Sergt.; 1st Class Sergt., Sig. Corps; Post Ordnance Sergt.; Post Q. M. Sergt.; Post Commissary Sergt.; Regtl. Q. M. and Commsy. Sergets. and Regtl. Sergt.-Major; Battalion Sergt.-Major and Battalion Q. M. Sergt., Engineer; First Sergt...	45
10. 1st Class Sergt., Hospital Corps	50
11. Engineer	65
12. Master Electrician; Chief Musician	75

The following receive additional monthly pay:

- Horseshoer, Casemate Electrician, Observer (1st Class), Plotter, \$9; Chief Planter, Chief Loader, Observer (2nd Class), Gun Commander, Gun Pointer, \$7; Mess Sergt., \$6; Expert Rifleman, \$5; Sharpshooter, 1st Class Gunner, \$3; Marksman, 2nd Class Gunner, Certificate of Merit, \$2.
- Privates, musicians and trumpeters who re-enlist within three months after expiration of their first enlistment are given a bonus of three months' pay.
- Enlisted men serving outside of the United States, except in Porto Rico and the Hawaiian Islands, receive an increase of 20 per cent on their pay proper.
- Retired enlisted men receive three-fourths of their pay at date of retirement and also \$6.25 per month as commutation of fuel and light and \$9.50 as commutation of clothing and rations.

Pay. 1st Enlistment.	Additional Pay by Enlistments.	
	2nd and 3rd.	4th, 5th, 6th, 7th.
\$75	\$4	\$4
65	4	4
50	4	4
45	4	4
40	4	4
36	4	4
30	3	3
24	3	3
21	3	3
18	3	3
16	3	1
15	3	1

Pensions. An enlisted man disabled by a wound, injury or disease incurred in the line of duty, is entitled to a pension of from \$6 to \$100 per month, depending upon the degree of disability. (An officer of the Regular Army thus disabled is retired on three-fourths' pay).

The widow of an officer or an enlisted man whose death resulted from a cause incurred in line of duty, is entitled to a pension without regard to her financial status. The rate of pension depends upon the rank of the deceased at the time the death cause was incurred, without regard to subsequent promotion, and ranges from \$12 per month in the case of the widow of a private or noncommissioned officer, to \$30 per month in the case of the widow of a lieutenant-colonel or any officer of higher rank, with \$2 additional for each legitimate child under the age of sixteen. A widow who remarries is deprived of a pensionable status.

The legitimate children under the age of sixteen of an officer or enlisted man who died of a disability incurred in line of duty, and who left no widow, or whose widow remarried or was otherwise deprived of a pensionable status, are entitled to a pension, the rate of pension depending upon rank when death cause originated.

The mother of an officer or enlisted man who died from a wound, injury or disease incurred in line of duty, and who left no widow or minor child, under the age of sixteen surviving, is entitled to a pension of from \$12 to \$30 a month, provided such mother is without other means of support than her own manual labor or the contributions of others not legally bound to support her. When the mother of such an officer or enlisted man is dead, the father may be entitled to a pension under the same conditions.

There is no limitation as to the date of filing of pension claims in the cases cited above, and it is entirely optional as to whether or not an attorney shall be employed in connection with a claim for a pension. A person wishing to file a pension claim himself, should address, "The Commissioner of Pensions, Washington, D. C."

SUGGESTIONS TO LADIES GOING TO THE PHILIPPINES

(These suggestions are given as the result of the experiences of three Army women.)

Before Sailing:

All women and children should be vaccinated at least one month before sailing.

On either end of every trunk should be pasted a white label with your name in black letters about four inches high.

Thus, "JONES," "SMITH," etc.

On The Transport:

Take along a pair of blue or amber glasses to protect your eyes against the tropical glare of the water.

A warm wrap or two, taken along as hand baggage, is often a convenience and a comfort. It is not an uncommon thing to strike damp, chilly days on the Pacific. Warm clothing is often needed as far as Honolulu, the amount depending on time of year, but it is always cool

for a few days out from San Francisco, and more than that in returning to the States.

It is a good plan for those who have children to take along a generous supply of talcum powder. Children suffer a great deal from the prickly heat and salt baths. While talcum powder can be gotten from the transport commissary, the demand is so great that it sometimes runs out.

In The Philippines:

Furniture, Bed Furnishings, etc. To begin with, don't take along fine expensive clothing, furniture, silver, china, glass, table linen or anything else that it would break your heart to have damaged or broken. And, also, don't take along any photographs you value. Not only will they fade, but the roaches will very likely damage them.

Let your furniture be of the simplest and as little as possible. *Iron* or *brass bedsteads* are preferable. Have *mosquito nettings* to fit and the springs well varnished so as not to rust. *Mattresses and pillows* according to personal taste. Plenty of *sheets* and *pillows cases* and a few *blankets*, both cotton and woolen.

Mosquito netting, of a fine mesh is a necessity, but it is hard to get in the Philippines.

Native mats are used instead of ordinary rugs, but better still are the inexpensive *washable cotton rugs* that one can get in the United States. Not only are they easily washed and sunned, but they do not become oily and musty the way the mats often do.

Neither *curtains* nor *hangings* are needed as a rule, but *white wash curtains* of the sash variety are at times an aid to privacy.

Take along some good *lamps* with a supply of extra *wicks and chimneys*. The Rochester lamp gives an excellent light, but it also gives out a great deal of heat. Acetylene lamps have been used with satisfaction by many. (See A, page 18).

Carry with you a generous supply of inexpensive *table linen* and some *plated silver*—do not take along any solid silver.

Be sure to have a liberal outfit of *cooking utensils*—these articles are difficult to replace. And have in the outfit an ice-cream freezer and a coffee mill.

An iron or other strong *washstand*, a plain *chest of drawers* and some *mirrors*, small and large, will add greatly to comfort. (The mirrors in Manila have a way of making the features look distorted.)

A few *wicker chairs*, rocking and ordinary, can be purchased very reasonably in Manila.

An American *washboard* and a *galvanized tub* are a great protection against the rapid wearing of the clothes by beating with paddles, the native method. Take along three or four washboards, (preferably glass ones, as they are durable and do not rust) and a couple of galvanized tubs.

The *Filipino flatiron*, a large affair filled with charcoal, is better adapted than ours is to warm climates, and it is almost impossible to make the native use any other kind.

While the regular American *sewing machine* is a great convenience, it will rust readily and in the damp climate of the Philippines the wooden part will warp. One can buy in Manila, for from \$7 to \$10, a good Singer sewing machine especially made for that trade, and which answers every purpose.

Get your *needles* put up in tin tubes, which are thus protected from rust.

Thread, pins, safety-pins and *hair pins* are all necessary articles, and should be carefully protected against dampness.

Dress. As regards dress, an ample supply of thin *underwear* and of white and light colored *wash material* for every day use, and of *kimonos*, or *wrappers*, is imperative. As the heat induces extra perspiration, extra washings are required, and from a third to a half more clothing will be needed in the Islands than in the States. White is preferable for steady wear, as it can be boiled, but colors can be worn and are a great relief to the omni-present white. *Colored dresses* can be kept bright and fresh by using "Easy Dye" of various colors. The use of "Easy Dye," which should be gotten in the States, is very simple, being used the same as blueing in the rinse water after washing.

A few evening gowns or some little more dressy than those for every-day wear will be needed. In Manila more dress is required. One needs *high and low waists* of varying thickness, and the same variation in skirts. These latter are usually short, as the floors have to be oiled to keep down the ants, and long skirts get much soiled and worn.

Silk and *taffeta ribbons* do not keep well, cracking badly, and should be protected, when not in use, by rolling in paper and keeping in tin. However, *satin ribbon* does not crack.

It is well to take along a large supply of *corsets* and *lacings*, and plenty of *canvas shoes* of various colors—white, gray, tan, etc. Leather shoes are very little worn by ladies.

Lay in a supply of *blanco* and also a good supply of *colored preparation* (tan, gray, etc.) for your canvas shoes.

Hats and *gloves* are little used, but one has to have something on the trip and for traveling in the islands, and they are worn in Manila. A supply of *silk or lisle-thread gloves* is recommended. They are very convenient when shopping, riding, driving, etc., in the sun.

General:

People in Manila can get many articles such as are noted above, the shops being quite up-to-date. In the provinces, one can do fair shopping at Iloilo and Cebu.

For your portly male relatives make them bring ten or a dozen suits of underclothing or nainsook or some other thin variety, in the large sizes easily obtainable in the States. It is difficult to get such things in the Philippines, and the lack of them brings trials to the helpmeet; ordinary sizes can be had in the Q. M. D.

CHAPTER XXXV

THE STAR SPANGLED BANNER.

(Key of A)

Oh, say, can you see, by the dawn's early light,
 What so proudly we hail'd at the twilight's last gleaming,
 Whose broad stripes and bright stars, thro' the perilous fight,
 O'er the ramparts we watch'd, were so gallantly streaming?
 And the rockets' red glare, the bombs bursting in air,
 Gave proof thro' the night that our flag was still there.

Cho.—Oh, say, does that star spangled banner yet wave
 O'er the land of the free and the home of the brave?

On the shore dimly seen thro' the mists of the deep,
 Where the foe's haughty host in dread silence reposes,
 What is that which the breeze, o'er the towering steep,
 As it fitfully blows, half conceals, half discloses?
 Now it catches the gleam of the morning's first beam,
 In full glory reflected, now shines on the stream.

Cho.—'Tis the star spangled banner; oh long may it wave
 O'er the land of the free and the home of the brave!

Oh, thus be it ever when freemen shall stand
 Between their loved home and wild war's desolation;
 Blessed with vict'ry and peace, may the heav'n-rescued land
 Praise the pow'r that hath made and preserv'd us a nation!
 Then conquer we must, when our cause it is just,
 And this be our motto: "In God is our Trust!"

Cho.—And the star spangled banner in triumph shall wave
 O'er the land of the free and the home of the brave.

AMERICA.

(Key of G.)

My Country, 'tis of thee,
 Sweet land of Liberty,
 Of thee I sing;
 Land where my fathers died,
 Land of the pilgrims' pride,
 From every mountain side,
 Let freedom ring.

My native country, thee—
 Land of the noble free,
 Thy name I love;
 I love thy rocks and rills,
 Thy woods and templed hills,
 My heart with rapture thrills,
 Like that above.

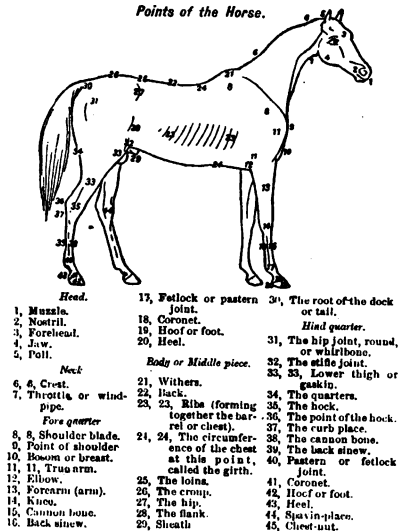
Let music swell the breeze,
 And ring from all the trees,
 Sweet freedom's song;
 Let mortal tongues awake,
 Let all that breathe partake,
 Let Rocks their silence break.
 The sound prolong.

Our fathers' God, to thee,
 Author of Liberty,
 To thee we sing;
 Long may our land be bright,
 With freedom's holy light,
 Protect us by thy might,
 Great God, our King.

MISCELLANEOUS

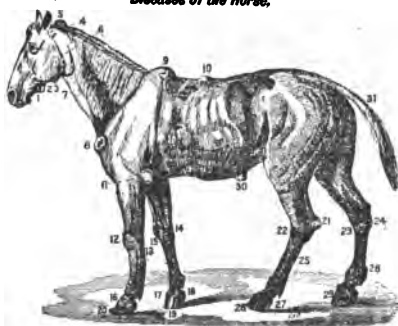
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Points of the Horse.

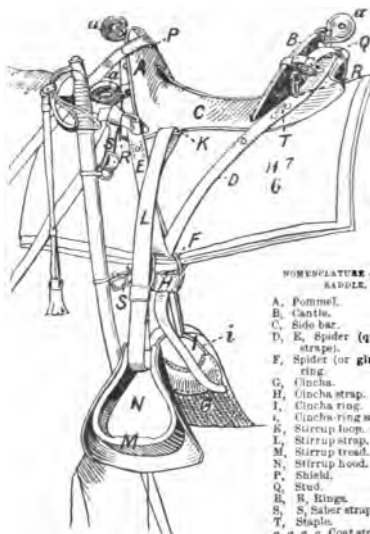


- | | | |
|-------------------------|---|-----------------------------------|
| 1, Muzzle. | 17, Fetlock or pastern joint. | 31, The root of the dock or tail. |
| 2, Nostril. | 18, Coronet. | 32, The sifle joint. |
| 3, Forehead. | 19, Hoof or foot. | 33, Lower thigh or gaskin. |
| 4, Jaw. | 20, Heel. | 34, The quarters. |
| 5, Poll. | | 35, The hock. |
| | <i>Body or Middle piece.</i> | 36, The point of the hock. |
| 6, a, Crest. | 21, Withers. | 37, The curb place. |
| 7, Throat or wind-pipe. | 22, Back. | 38, The cannon bone. |
| | 23, 23, Ribs (forming together the barrel or chest). | 39, The back sinew. |
| <i>Fore quarter</i> | 24, 24, The circumference of the chest at this point, called the girth. | 40, Pastern or fetlock joint. |
| 8, 8, Shoulder blade. | 25, The loins. | 41, Coronet. |
| 9, Point of shoulder | 26, The crump. | 42, Hoof or foot. |
| 10, Bosom or breast. | 27, The hip. | 43, Heel. |
| 11, 11, Trueman. | 28, The flank. | 44, Squin-place. |
| 12, Elbow. | 29, Sheath | 45, Chestnut. |
| 13, Forearm (arm). | | |
| 14, Knee. | | |
| 15, Cannon bone. | | |
| 16, Back sinew. | | |

Diseases of the Horse.

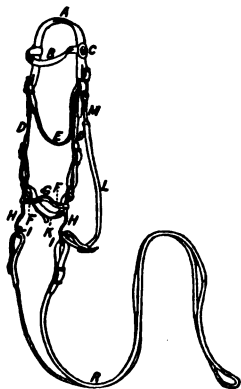


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|--|-------------------------------|---|
| 1, Caries of the lower jaw. | 9, Fistula in the withers. | 20, Contracted or ring foot of a foundered horse. |
| 2, Fistula of the parotid duct. | 10, Saddle gall. | 21, Cappel lock. |
| 3, Bony excrescence or exostosis of the lower jaw | 11, Tumor of the elbow. | 22, Malandera. |
| 4, Swelling by pressure of the bridle. | 12, Induration of the knee. | 23, Squin. |
| 5, Poll evil. | 13, Clap of the back sinews. | 24, Curb. |
| 6, Inflamed parotid gland. | 14, Malandera. | 25, Swelled sinews. |
| 7, Inflamed jugular vein | 15, Splint. | 26, Thick leg. |
| 8, Fungus tumor, produced by pressure of the collar. | 16, Ringbone. | 27, Grease. |
| | 17, A trend upon the coronet. | 28, A crack in front of the foot, called cow crack. |
| | 18, Quittor. | 29, Quarter crack. |
| | 19, Sand-rick | 30, Ventral hernia |
| | | 31, Rat-tail. |



PROLEGOMENA OF THE RIDDLE.

- A. Pommel.
- B. Cantle.
- C. Side bar.
- D. E. Spider (quarter strap).
- F. Spider (or girth-strap) ring.
- G. Cincha.
- H. Cincha strap.
- I. Cincha ring.
- J. Cincha-ring safe.
- K. Stirrup loop.
- L. Stirrup strap.
- M. Stirrup tread.
- N. Stirrup hood.
- P. Shield.
- Q. Stud.
- R. H. Rings.
- S. S. Saber strap.
- T. Staple.
- U. U. S. Coat strap.



VOMENCLATURE OF THE BRIDLE

Headstall

- A, Crownpiece.
B, Brow band.
C, Ornament.
D, D, Cheek piece.
E, Throatlatch.

Bit.

- F, F, Mouth piece.
G, Port.
H, H, Branches.
I, I, Rein rings.
K, Curb strap.
R, Reins.

Link :

- L, Link strap.
M, Link snap.

Army Code Card.—The Myer System for U. S. Army and U. S. Navy Signaling (Prescribed by G. O. No. 32, A. G. O., 1896).

A	22	I	1122	S	212
B	2112	J	2121	T	2
C	121	K	221	U	112
D	222	L	1221	V	1222
E	12	M	11	W	1121
F	2221	N	1211	X	2122
G	2211	O	1212	Y	111
H	122	P	1211	Z	2222
I	1	Q	211	tion	1112

11111	22222
31112	42221
51122	62211
71222	82111
91221	02112

aafter	nnot	uryour
bbefore	rare	wword
ccan	tthe	wiwith
hhave	uyou	yyes

End of a word.....	3	Cease signaling	22 22 22 333
End of a sentence.....	33	Wait a minute	1111 3
End of a message.....	333	Repeat after (word)	
2122 2122 3 numerals follow (or)		121 121 3 22 2 (word)	
numerals end.		Repeat last word	121 121 33
sig. 3	signature follows	Repeat last message	121 121 121 333
Error	12 12 3	Move a little to right.....	211 211 3
Acknowledgment, or "I understand".....	22 22 3	Move a little to left.....	221 221 3
		Signal faster	2212 3

To Acknowledge a Call.—Signal "I understand" (22 22 3), follow by the call letter of the acknowledging station.

To Break or Stop the Signals from the Sending Station.—Signal 12 12 12 continuously.

To Start the Sending Station.—Signal 121 121 3 22 3, followed by the last word correctly received; the sender will resume his message, beginning with the word indicated by the receiver.

To Acknowledge the Receipt of a Message.—Signal 22 22 3, followed by the personal signal of the receiver. Each station should have its characteristic call letter, as Washington, W, and each signalist his personal signal, as Jones, Jo.

The first system of musical notation for 'The Bird Song' consists of two staves. The top staff begins with a treble clef, a key signature of one flat (B-flat), and a tempo marking 'Slow'. The melody is written in a series of eighth and quarter notes, with some notes beamed together. The bottom staff continues the melody, also using eighth and quarter notes, with some notes beamed together. The notation is in a simple, accessible style suitable for a children's songbook.

APR 11 1917

Advertising Directory

The firms whose names appear in this Directory are all first-class, reliable concerns that the author recommends.

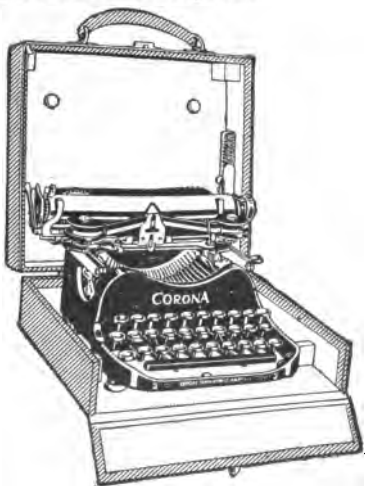
The approved portable
typewriter - for field use
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